

THE BRITISH HORSE SOCIETY

England & Wales · Charity number 210504

Details

Other names	BHS
Status	Registered
Legal form	Charitable company
Company number	00444742
Registered	1962-09-22
Register	View on the Charity Commission register

Contact

Address	The British Horse Society 16-17 Abbey Park Stareton Kenilworth CV8 2XZ
Phone	02476840522
Email	enquiry@bhs.org.uk
Website	www.bhs.org.uk

Activities

Objects: 1. TO PROMOTE AND ADVANCE THE EDUCATION, TRAINING AND SAFETY OF THE PUBLIC IN ALL MATTERS RELATING TO THE HORSE; 2. TO PROMOTE THE USE, BREEDING, WELL-BEING, SAFETY, ENVIRONMENT, HEALTH AND MANAGEMENT OF THE HORSE FOR THE PUBLIC BENEFIT; 3. TO PROMOTE COMMUNITY PARTICIPATION IN HEALTHY RECREATION INVOLVING THE HORSE; 4. TO PROMOTE AND FACILITATE THE PREVENTION OF CRUELTY, NEGLECT OR HARM TO HORSES AND TO PROMOTE THE RELIEF, SAFETY, SANCTUARY, RESCUE AND WELFARE OF HORSES IN NEED OF CARE, ATTENTION AND ASSISTANCE; 5. TO PROMOTE AND SECURE THE PROVISION, PROTECTION AND PRESERVATION OF RIGHTS OF WAY AND OF ACCESS FOR RIDDEN AND DRIVEN HORSES OVER PUBLIC ROADS, HIGHWAYS, FOOTPATHS, BRIDLEWAYS, CARRIAGEWAYS, PUBLIC PATHS AND OTHER LAND. HORSES FOR THE PURPOSE OF THE OBJECTS MEANS ANY MEMBER OF THE FAMILY EQUIDAE.

Activities: The British Horse Society works for horses and riders in the UK and abroad. Focusing on horse welfare, horse and rider safety, access and rights of way, training and approving livery yards and riding schools. The Society promotes community participation in healthy recreation involving the horse, at both

competition and grass roots level.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Amateur Sport, Animals
- **Who:** The General Public/mankind

Geography

- Isle Of Man
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£15,996,000	£16,904,000	£8,561,000	175
2023-12-31	£16,106,000	£16,209,000	£9,434,000	174
2022-12-31	£15,202,000	£14,262,000	£9,356,000	160
2021-12-31	£14,014,539	£13,248,294	£8,545,239	146
2020-12-31	£12,145,048	£11,920,095	£7,342,834	136

Trustees

Name	Role	Appointed
Karen Silcock	Chair	2021-06-30
Beverley Simms		2022-04-01
Dame Caroline Alice Spelman		2020-04-30
Gillian Longhurst		2021-03-11
Gillian Mary Clark		2023-06-30
Lucy Grieve		2025-07-17
Nicola Suzanne Greenwood		2022-06-29
Philip Andrew Stennett		2025-07-17
Samantha Claire Gregory		2024-07-11
Sandra Lesley Harris		2020-07-15
Sarah Spencer-Williams		2025-07-17
Susan Griffin		2025-07-17

THE BRITISH HORSE SOCIETY

England & Wales - Charity number 210504

Accounts

THE BRITISH HORSE SOCIETY

(Company Registration Number 00444742)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

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BUCKINGHAM PALACE

As Vice-Patron of The British Horse Society, I was delighted to attend three events during 2024 which demonstrated the work of the Society, and the positive impact it has had on the equestrian industry and the public as a whole.

In February, I visited the Wormwood Scrubs Pony Centre as they approached their 35-year anniversary. This centre provides riding and equine therapy for children, specialising in those with special needs and physical disabilities, regularly enrolling their participants on the Society's Changing Lives through Horses (CLtH) programme. The centre has gone from strength to strength over the past 35 years which is testament to Sister Mary Joy Langdon, Founder and Chief Executive, and her outstanding leadership. With the support of the Society, Sister Mary Joy has helped to improve the lives of thousands of children by enabling the remarkable transformation that can happen when communication between horses and people takes place.

In October, I attended the Society's Changing Lives through Horses Showcase, which recognised all those who contributed to the programme's success, including Society Approved Centres and Coaches, volunteers, as well as legacy pledgers and trusts. The Showcase also included many interesting presentations from practitioners, CLtH centres and participants.

In November, I attended the Society's Annual Awards and Charity Race Day at Newbury Racecourse. The Annual Awards recognise the considerable achievements and valuable contribution of the Society's volunteers, supporters and partners. I was pleased to present the President's Award to Sister Mary Joy Langdon, and a BHS Fellowship Certificate to Liz Eaton FBHS and to have the opportunity to meet the Society's award winners and BHS Fellows.

These visits show the broad impact that the Society continues to have, as well as the hard work and dedication by all involved to achieve the charity's aims. I send my congratulations to the Society's Trustees, executive team, volunteers and supporters for all of the achievements outlined in this year's Annual Report.

THE BRITISH HORSE SOCIETY
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For the year ended 31 December 2024

CHAIR'S STATEMENT

The Board of Trustees, which also acts as the Board of Directors for the purposes of the Companies Act, presents The British Horse Society's Annual Report and Financial Statements for the year ended 31 December 2024. In doing so, the Trustees have adopted the provisions and guidance of all relevant legislation and standards.

During 2024, everyone involved in the Society has worked incredibly hard to continue to deliver our charitable objectives, as well as looking ahead to deliver our next three-year strategy. This Strategic Report provides an opportunity to reflect on and appreciate last year's achievements.

Starting with Access, the Society was delighted to see our lobbying efforts secure a huge result when, on Boxing Day, the Government announced that it would be repealing the 2031 cut-off date for definitive map modification orders (DMMOs). Our determination to identify and preserve ancient routes and rights of way continues, however, and last year we saw another 460 DMMO applications being registered, totalling 447km in length. The Society's Ride Out and Rideathon campaign raised a fantastic £45,556 which enabled eight access schemes to come to fruition in 2024 as part of our wider Ride Out Fund initiative.

The Education team oversaw the approval of 10 new or returning assessment centres and upgraded 11 centres to hold new levels of assessments, improving the accessibility of BHS qualifications. There was a big focus on financial support for individuals to take qualifications and help fill the skills gaps. For example, we supported around 2,000 people with training through the Career Transition Fund. We continued to see growth in the number of BHS qualifications being taken in 2024 and apprenticeships remained a priority, with extensive collaboration taking place with educational partners and apprenticeship providers.

In 2024, our Horse Care and Welfare Helpline Coordinators provided advice and support to over 9,500 enquiries. The team as a whole handled 1,014 new welfare concerns involving over 3,593 horses and our clinics helped 284 at-risk horses in welfare hotspot areas. Also, 86 owners were supported through our Friends at the End scheme. Awareness weeks remained another important part of our calendar and in 2024 we again supported Colic and Strangles campaigns; and we updated the website with new scientific, evidence-based information on topics such as lameness, equine stress, equine allergies and emergency decision making.

British Riding Clubs (BRC) rolled out a new online membership tool for 2024 which allows clubs to manage their affiliation online and members to join directly and manage their own personal information. This is alongside a whole host of other benefits around the Championships, reduced administration for BRC and club committees, and a much more secure way of managing data and increased autonomy for members.

In 2024, 29 new centres became Approved alongside an increase of 15% in the retention of centres. Other highlights included the Business Support team carrying out over 250 centre visits and 220 centre inspections. Furthermore, 16 centres received a share of £107,000 from the Ride By Your Side fund. It's also great to see that 17 Second Chance ponies were successfully rehomed into centres.

Changing Lives through Horses (CLtH), our equine facilitated personal development programme, continues to grow and evolve making a significant impact on the lives of children and young people as well as advancing our Approved Centres to work inclusively within their community and run diverse and sustainable businesses. By the end of 2024, we had welcomed 3,800 children and young people to the programme since its inception in 2016 and we now have 135 centres trained to deliver CLtH.

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CHAIR'S STATEMENT

2024 saw the launch of our Everyone Welcome strategy which focuses on how we can support the equestrian sector to become more diverse, inclusive and equitable. We want to welcome everyone, whatever their ability, background, culture or identity, into the world of horses. In the last quarter of 2024, we set up 15 Everyone Welcome Pilot Centres which are spread out geographically throughout the UK and during 2025 we will be running several projects at these centres, aimed at increasing and/or promoting diversity and inclusion within the equestrian sector.

In 2024, our Regional and National Managers, working closely with local committees, held 533 Education, Fundraising, Safety and Participation events across the UK, engaging over 11,000 members and supporters. The regional team created a full programme of virtual, in-person and hybrid events, all aimed at furthering our charitable objectives. The 36 Ride Out UK pleasure rides were a highlight, raising significant funds as well as promoting Participation and Access. In all, our national, regional and county committees generated £250,000.

The Safety team had another fantastic year and continued to build on the many partnerships that have been fostered over recent years, including Road Safety GB, police, fire and rescue services, commercial businesses, safety charities/organisations and driving instructors. The Dead Slow campaign remains a core activity with many aspects, including presentations, webinars, videos, events, awareness programmes and training, and winning two road safety awards in 2024. Our highly-regarded Henry the Horse initiative - which informs 9- and 10-year-old children about how to walk or cycle safely past horses – also continued in 2024. The Safety team has been instrumental in numerous significant forums as well as being involved with lobbying MPs on various safety issues, including firework legislation.

Our wonderful volunteer community remains incredibly strong and is essential to the delivery of all our work across Access, Welfare, Safety, Education and Participation. We are so grateful to these amazing people and thank them all for their invaluable contribution.

I am delighted that we can report so positively on our financial position. The Society has been able in each of the last six years to make the decision to earmark funds out of in-year surpluses and create designated funds to support projects to maximise charitable impact and to improve our infrastructure.

And though our membership numbers continue to grow steadily (up 1.9% in 2024 to 124,555) and revenue from membership and the associated Gift Aid remains the current bedrock of our finances, we are always seeking ways to diversify and increase other sources of revenue.

I hope you enjoy reading the 2024 Annual Report and join me in thanking our Trustees, volunteers, members, supporters, sponsors, partners and the whole executive team for their collective efforts in delivering another successful year.



Sally McCarthy
Chair of the Board of Trustees

THE BRITISH HORSE SOCIETY
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TRUSTEES' REPORT

Status

The British Horse Society is a charitable company incorporated in England. It does not have a share capital and is limited by guarantee. The company is registered as a charity with the Charity Commission and the Office of the Scottish Charity Regulator.

Objectives

The Society's charitable objectives are outlined in Article 2 of the Society's Articles of Association:

- to promote and advance the education, training and safety of the public in all matters relating to the horse;
- to promote the use, breeding, well-being, safety, environment, health and management of the horse for the public benefit;
- to promote community participation in healthy recreation involving the horse;
- to promote and facilitate the prevention of cruelty, neglect, or harm to horses and to promote the relief, safety, sanctuary, rescue and welfare of horses in need of care, attention and assistance; and
- to promote and secure the provision, protection and preservation of rights of way and of access for ridden and driven horses over public roads, highways, footpaths, bridleways, carriage ways, public paths and other land.

For the purpose of the Society's objectives and activities, *horse* means any member of the family Equidae.

Our Vision

For every horse to be respected, protected and enjoyed by knowledgeable, caring people.

Our Purpose

We are here to help horses and everyone who cares for them enjoy the best possible life together.

How We Work

We put Horses at the heart. No matter what we're doing at BHS, horses are at the centre of our work. Their care, their health and their happiness. Whether working directly with them, or with the people who love them, our work revolves around them and in partnership with them.

We take the lead. In the horse world, we're the go-to for our safety and care, off-road riding routes, participation, and education expertise. We are trustworthy and approachable. We show confidence, determination and spirit, through all kinds of weather – literally and figuratively speaking.

We give our heart and soul. No matter what we do, we approach our role with great enthusiasm and great care. We are an inclusive community that values diversity. We are always thoughtful and considerate to our fellow colleagues, have empathy for one another, and for anyone who loves horses.

We muck in. Whatever our role, we roll up our sleeves, muck in and help out when needed. We are team players and we work together to get the job done. If we're faced with challenges, we pick ourselves up, dust ourselves off and keep going.

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TRUSTEES' REPORT (continued)

Board of Trustees

The Board of Trustees governs the Society and is responsible for the management of the charity's affairs. The Board consists of:

- between seven and nine members elected by the Society's membership;
- up to three co-opted members; and
- the Chairman

Elected members serve a term of office of three years, co-opted members serve a term of office until the next trustee election. Elections are held annually and are structured to elect members to the board with appropriate and complementary skills and expertise.

Legal Status of Trustees

The Board of Trustees are registered as trustees with the Charity Commission. They are also the statutory directors of the company and as such are registered with Companies House. Throughout this report the term *trustee* is used to mean a trustee and statutory director of The British Horse Society. The term *director* is used to mean a senior member of staff in charge of a directorate.

Qualifying third party indemnity provision is in place for all trustees and directors.

Induction of Trustees

Newly elected trustees take part in a comprehensive induction which sets out their duties and responsibilities as trustees, together with a programme setting out the aims and operations of the Society and its strategic objectives. The trustees have access to professional and legal advisers and receive briefings and training on any legislative or good practice issues in respect of the Society's affairs.

Board Activity

The Board of Trustees meets a minimum of six times each year, and in addition, meets with the Society's senior staff to set the direction and strategy of the charity. This cycle of meetings establishes, monitors and evaluates the Society's plans; develops strategies for the delivery of the Society's objects; and identifies the resources, financial and human, required to deliver them.

Board Committees

The Society's Articles make provision for three committees with specific rules for their composition, remit and the frequency of meetings:

- Finance Committee
- Audit Committee
- Nomination Committee

The Board may also appoint such other Board or Advisory Committees as shall be considered beneficial to the Society and delegate to them such powers and functions for them to perform their purpose.

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TRUSTEES' REPORT (continued)

Disclosure of Information to Auditor

The Board of Trustees engages an independent firm of auditors and so far as the trustees are aware there is no relevant audit information of which the charitable company's auditor is unaware, and they have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Trustees' Responsibilities in Respect of the Trustees' Annual Report and Accounts

The Board of Trustees is responsible for preparing the Trustees Annual Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare accounts for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group, and of the income and expenditure of the group for that period. In preparing these accounts, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and accounting estimates that are reasonable and prudent.
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts.
- Prepare the accounts on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable them to ensure that the accounts comply with the Companies Act 2006, the Charities and Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Going Concern

The trustees confirm that they consider it appropriate to adopt the going concern basis of accounting in preparing the financial statements, and do not consider that there are any material uncertainties to the group's ability to continue to do so over a period of at least 12 months from the date of approval of the financial statements. Further detail is provided in the Going Concern accounting policy on page 34.

Public Benefit

The trustees confirm, that in their opinion they have complied with the duty in Section 17(5) of the Charities Act 2011, to have due regard to public benefit guidance issued by the Charity Commissioner. The objectives of the Society benefit every horse and rider and the public at large.

The Society contributes to the safety and growth of the equestrian industry by encouraging people of all ages and from all sections of society to participate in equestrian activities, by promoting a range of horse-related activities, by working to maximise the opportunities for people to ride in safe environments, by offering a range of volunteering opportunities and by supporting those people and businesses who provide equestrian facilities.

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TRUSTEES' REPORT (continued)

Investment Policy

The trustees reviewed the Investment Policy during the year and the key components of the policy are as follows:

- The overall objective is to maintain and grow the purchasing power of the portfolio assets with reference to the Reserves Policy.
- The trustees adopt a medium level of risk, with an unwillingness to tolerate permanent losses but with an understanding that target returns may lead to a degree of volatility and short-term fluctuations in value.
- The majority of investments should be readily realisable, liquid and traded on recognised exchanges.
- The assets are expected to be well diversified by class and geographical spread.
- Investment managers are instructed to assess each investment as to its ethical and reputational suitability for inclusion in the Society's portfolio.

Website and Other Media Channels

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Society's website and other media channels. The trustees are mindful that legislation in the United Kingdom, particularly governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

Reserves

The management of the Society's reserves is an integral part of the trustees' overall approach to planning and risk management, and the framing of an appropriate reserves policy is essential to the ongoing delivery of the Society's charitable objectives. In determining a Reserves Policy, the following factors have been considered:

- The requirement for protection against a significant loss in income.
- The need to ensure the provision of adequate resource both human and financial in the event of the need for a period of recovery.
- The capability to respond to growth and investment opportunities when the need arises.
- The need to sustain an appropriate level of professional staff.

Reserves Policy

Ultimately, the trustees wish to maintain freely available reserves at a level that enables the charity to withstand a significant loss in revenue. The trustees have identified that the exposure from such a significant loss would be within an operating range of £5.0 million to £6.5 million. The trustees require that cash or assets easily convertible to cash are maintained at that operating range.

The trustees have also identified that the level of non-refundable income deferred into future periods is sufficient to sustain 6 months' worth of staff resource.

In addition, the trustees seek to earmark funds generated in year for programmes and projects to:

- meet an immediate charitable need arising from external economic factors
- assist forward planning of charitable initiatives
- increase the charity's capability to deliver its objectives through improved infrastructure

The level of unrestricted, undesignated consolidated reserves at 31 December 2024 is £5,437,000 (2023: £5,905,000) which is within the acceptable range identified by the trustees.

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STRATEGIC REPORT

The Society makes an impact in each of its areas of work and across each of its territories. The Strategic Report outlines that impact, by department, by activity, and identifies the beneficiary or stakeholder group where possible.

Access

The Society continues to raise the profile of equestrian access across the country, with our UK-wide team of Access Field Officers responding to over 300 consultations in 2024 to highlight the need for equestrians to be included in any access provision.

During 2024, 256km of equestrian access was improved by the intervention of the Society, and the Access team provided rights of way and commons training to 174 delegates and held our second Access and Safety virtual conference with over 115 delegates attending.

The Outdoors for All manifesto, endorsed by over 50 organisations, including the British Horse Society (BHS), was launched at Westminster in March.

In 2024, our Project 2026 saw another 460 definitive map modification order applications being registered in respect of historical equestrian routes totalling 447km in length. The Society was delighted to see the fruits of its lobbying come to fruition when on Boxing Day the Government announced that it would be repealing the 2031 cut-off date. However, our determination to identify and preserve ancient routes and rights of way will continue to ensure that more safe, off-road routes are secured for equestrians.

The Society's Ride Out and Rideathon campaign raised £45,556 which enabled eight access schemes to come to fruition in 2024 as part of our wider Ride Out Fund initiative, with a total contribution to those schemes by the Society of £25,782, and improving 4km of equestrian routes.

The Society's court actions against Cornwall Council and North Yorkshire Council were concluded successfully.

Cornwall Council consented to judgment following the issuing of judicial review proceedings by BHS challenging the Council's failure to register applications for definitive map modification orders (DMMOs) made under Section 53(5) of the Wildlife and Countryside Act 1981 and paid £13,000 towards the Society's legal costs.

The Society's service of a notice requiring North Yorkshire Council to secure the removal of two sets of gates that were obstructing a restricted byway in Stanwick St John was contested by the Council. The Council eventually consented to a court order requiring the Council to take enforcement action to secure the removal of the obstructions and the payment of £8,326 towards the Society's legal costs.

In 2024, we signed our first memorandum of understanding with Sustrans, the charity making it easier for everyone to walk, wheel and cycle.

We worked alongside the Ministry of Defence (MOD) to create a new webpage which informs equestrians how to stay safe whilst riding or carriage driving on MOD routes, what the hazards are, and how to report any incidents that may occur.

The team worked in partnership with Ordnance Survey (OS) to upload over 600 routes to their OS App, and the Society is now a Recommended Route Partner.

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STRATEGIC REPORT (continued)

Education

Assessment Centres

In 2024, we approved 10 new or returning assessment centres and upgraded 11 centres to hold new levels of assessments, improving the accessibility of BHS qualifications to candidates in many regions and nations.

Quality Assurance

The Education team has excelled in maintaining robust compliance and demonstrates good practice in all aspects of qualification delivery. Through the Quality Improvement Plan, we have embedded a culture of continuous learning and improvement across our operations. This work has been recognised by The British Horse Society Qualifications Limited (BHSQ), our awarding body for regulated qualifications, who concluded our annual Centre Monitoring Report by saying: “This centre monitoring visit demonstrates high standards and expertise in both equine and assessment at BHS.”

Qualification Growth

Through the impact of the Career Transition Fund (CTF) and increased visibility of BHS qualifications we continue to see growth in the number of BHS Qualifications being taken. This is best measured in the number of educational units which have increased by 4% from 5,267 in 2023 to 5,458 in 2024. In line with the CTF support, we have seen growth of 19% for Stage 2 and 3 coaching units (499) compared to 2023 (418).

Accredited Professional Coach Survey

The Accredited Professional Coach team conducted a survey in the spring of 2024 to determine what additional support coaches would like from the scheme. This was followed up with two focus groups at Hickstead and Blair, and engaged with over 30 coaches to explore further key findings from the survey. We have begun to action the findings providing greater support through training and information, culminating in the coaching convention at Wellington Riding attended by 450 coaches.

Website review and update

A project was completed in 2024 to review and update Education content on our website. The aim was to simplify the user journey, so information is readily available to engage with and to promote our qualifications. We are currently continuing to update and refresh our website with the next stage of the project to improve our Find a Coach page with better listing and search functionality.

Stage 1 Review

A planned review of BHS Stage 1 Care and Ride qualifications was completed in 2024. The wording in the syllabus has been simplified to improve ease of understanding, and we have updated content to refresh horse welfare needs and handling skills. This introduces current topics such as the five domains, horse wellbeing and learning theory at a level appropriate for Stage 1 candidates.

BHSI review

A thorough review of the BHSI syllabus has been carried out with support from our APCED Advisory Group, Fellows, BHSIs, trainers and candidates. The BHSI now has four available routes – mirroring the routes available at Fellowship level, these are: General, Dressage, Eventing and Show Jumping.

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STRATEGIC REPORT (continued)

Scotland Modern Apprenticeship

BHS has been authorised by Skills Development Scotland to review the Scottish Modern Apprenticeship. This will be the first apprenticeship review to be led by industry.

Collaboration with Apprenticeship Providers

We have strengthened our working relationship with apprenticeship providers Haddon Training and Keits. A direct entry and assessment discount was agreed for learners on apprenticeship schemes to support them in adding BHS qualifications to their apprenticeship and encourage them to take BHS coaching qualifications.

Career Transition Fund

In 2024, we continued to support those working towards our qualifications with a focus around Stages 2 and 3 as they were highlighted as skills shortages in the Labour Market Assessment in 2022. To achieve this, we have provided financial contributions towards training within our Approved Centres and Accredited Professional Coaches via our training vouchers.

We have also worked in collaboration with the equine colleges to introduce students to BHS qualifications. We have run 10 days with specific focus given to coaching as the industry is struggling to find enough qualified coaches to meet demand.

We have continued to offer students discounted assessment fees through our college vouchers scheme with 70% of vouchers being used for Stage 2, 9% for Stage 2 Coach, 17% for Stage 3 and 3% for Stage 3 Coach.

To further support our riding centres, we have concentrated on promoting the availability of our assessment discounts for their staff. This scheme began in 2023 and we saw over 100% increase in uptake for this funding in 2024.

Alongside the assessment and training vouchers we also started offering part-funded training.

We looked at which elements of our qualifications could be delivered online and set up theory courses for Stage 2, 3 and 4 Care and Stage 2 Coach. These were very well received with almost every course being fully booked and 50% of attendees booking their assessment following the course.

A pilot Stage 2 Coach Course has been delivered which involved four in person days and two online sessions. There were six attendees, all of which booked the assessment following the course and had a 100% pass rate. This will be replicated at centres in 2025.

During 2024, we supported around 2,000 people with training through the Career Transition Fund.

Fundraising and Associated Initiatives

In 2024, we continued to engage charitable trusts, granting bodies and individual donors to raise funds for our work. An ongoing and popular feature of our fundraising calendar continues to be our charity race days, and we again staged charity races at Newbury and Wetherby in November. Our amateur jockeys dedicate themselves to training and preparing for the race itself over many months and rely on vital support from family, friends, owners and trainers. In 2024, the race days raised £65,000 with the majority of that coming from the jockeys' own fundraising efforts.

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STRATEGIC REPORT (continued)

To further promote support of our charitable activities we were delighted to be a charity partner at the Blenheim Palace International Horse Trials once again in 2024. Contributions from member ticket sales as well as donation opportunities raised funds as well as awareness of the Society across the event.

The Changing Lives through Horses (CLtH) programme relies on external and specific support and during 2024 continued its collaboration with the University of Buckingham regarding research into the long-term benefits of horse and human interaction. We released the research to media and used the findings to highlight the benefits of the CLtH programme.

We continue to jointly fund the Equine Grass Sickness research project being conducted by the Moredun Foundation based in Midlothian and are proud of our ongoing support of their pioneering efforts to alleviate the effects of this devastating disease.

BHS is registered with the Fundraising Regulator. We monitor our fundraising activities to ensure we follow the Code of Fundraising Practice and Fundraising Promise. We received one complaint in 2024 regarding our fundraising activities, which was followed up and resolved with no further action necessary.

Horse Care and Welfare

A wide range of care and welfare enquiries from members, horse owners and supporters continue to keep our highly qualified and knowledgeable Horse Care and Welfare Helpline Coordinators busy. In 2024, we provided advice and support to over 9,500 enquiries.

The Horse Care and Welfare team plus our volunteer network of over 195 Horse Care and Welfare Advisers provided UK-wide coverage, handled 1,014 new welfare concerns involving over 3,593 horses – an increase of 56% from 2023. We continued to collaborate and coordinate effectively with our fellow national equine welfare charities on a variety of projects to support successful outcomes for many welfare concerns, including 16 successful multi-agency lifts. We will continue to build on these strong working relationships, uniting to support more welfare concerns across a wider geographical area.

We were able to provide a significant amount of training for our volunteer Horse Care and Welfare Advisers throughout 2024 with 16 sessions on a range of topics. We trained 47 new volunteer Horse Care and Welfare Advisers and 55 volunteer Welfare Advisers helped provide advice, support and education to horse owners at events.

This year, 86 owners have been supported through our Friends at the End (FATE) scheme which is the BHS initiative created to ensure that no horse owner must face the loss of their equine companion alone. We trained 17 new FATE volunteers, bringing the total at the end of the year to 27, alongside their fellow Welfare Advisers who are also trained to provide this invaluable service. We held a FATE Focus Fortnight where we used all our available platforms to raise awareness of this initiative.

During the year, we held seven of our incredible Healthcare and Education Clinics helping 284 at-risk horses in welfare hotspot areas. As a result:

- 104 of these horses were castrated to prevent further indiscriminate breeding
- 209 were passported and chipped
- 76 horses had welfare related hoof care
- 32 had dental checks, many for the first time ever.

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STRATEGIC REPORT (continued)

In 2024, we held 130 proactive events and activities through our Horse Health Days and Stable Mates Days, supporting, advising, and educating 1,802 owners and involving 2,290 horses, right across the UK. We held 20% more events compared to 2023.

We have taken the weighbridge to livery yards, riding schools, Ride Out UK Events, colleges, and British Riding Club Championships. Throughout the year, there has been a focus on holding horse health day revisits to monitor and record any changes in fat scores in the horses we have seen previously and there was an overall decrease in fat scores for those horses being overweight or obese. Furthermore, we attended 105 events and engaged with 2,900 people – these events included all our webinars and presentations to raise awareness and promote the work of our horse care and welfare charitable objective.

As an Identification Only Passport Issuing Organisation (PIO), our team has been available to answer any queries relating to horse passports and current passport legislation within the UK alongside processing new passports and producing change of ownership requests. We saw 2,414 passports successfully processed through the BHS PIO function.

We continue to be an integral part of the Suitably Mounted Group committee run by Dr Tamzin Furtado and Amanda Stoddart West, which is a working group that aims to help tackle the issue of incompatible horse-rider combinations across the equine industry. Having developed a new training programme which included the topics of fat scoring, social licence to operate and motivational interviewing techniques, we delivered training to external Volunteer Show Stewards in an initiative that has been widely welcomed across the equestrian sector. We held five training sessions and trained more than 50 Welfare Stewards. We also provided practical hand-on support at the Great Yorkshire Show, Royal Three Counties, Retraining of Racehorses Championships and the Veteran Horse Society Championships.

Our impact through our education and awareness work remains extremely strong and is well evidenced and supported by our huge range of longstanding stakeholders and partners. We continue to update and add to our website content regularly with scientific, evidence-based information and have added topics to include lameness, equine stress, equine allergies, emergency decision making and updated advice on horse fitness, disease prevention, and exercise, travel and competing in hot weather. In total, five new horse care and welfare website advisory webpages have been created along with 125 pieces of educational resources. This included our partnership with Nottingham Trent University students who completed a BHS work experience module. This year, the students focused on equine allergies and sweet itch and generated excellent ideas for our new infographics that can be seen on our website. We produced 24 information articles, eight new videos and 25 infographics. We updated our Be Horse Aware signs which horse owners use to warn members of the public against feeding their horses and are delighted that we have had 849 downloads so far.

In the autumn, we held our #ColicAwarenessWeek which focused on our presence at the equine event Your Horse Live. We signed up nine new Veterinary React Colic Champions, making a total of 88 vet practices who now proactively support this campaign.

We distributed 1,800 Emergency Care Plans in the first week of their launch.

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STRATEGIC REPORT (continued)

The University of Nottingham, our partner from REACT's inception, delivered veterinary talks on every day of Your Horse Live. Our promotion on social media saw nearly 500,000 impressions with a reach of over 200,000.

We continue to support #StranglesAwarenessWeek but a change to how much space this campaign can have on our platforms saw a disappointing decrease in our engagement from followers. In 2023, our reach was 128,687 but 2024 saw a 87% decrease to 16,133.

We were delighted to see the collaborative study between BHS and the University of Bristol, including David Marlin, published in the journal Anthrozoos this year. The title of the paper is 'Unwanted feeding and other interactions between passers-by and horses: owners' views during the Covid-19 pandemic'.

In 2024, our Horse Care and Welfare team directly helped 6,011 horses and 16,202 people. Another fantastic year, really focusing on growing our practical hands-on impact.

Membership

Despite the challenges to individuals' disposable income and the comparatively gloomy economic outlook throughout most of 2024, we successfully grew our membership. We started the year with 122,223 members and ended the year with 124,555 - an encouraging net growth of 2,332 members equating to a 1.9% increase.

We continue to strive for a high value proposition within our membership offer, reviewing and benchmarking our range of benefits. As our membership attracts Gift Aid, we encourage every UK tax paying member to sign up for Gift Aid, both when they join and by subsequent direct contact.

Participation

British Riding Clubs

A new online membership tool was rolled out for 2024 which allows clubs to manage their affiliation online, and members to join directly and manage their own personal information. The system has also been used to issue our Championship invitations and manage Championship entries. Alongside the implementation of the system, we have moved to a rolling membership rather than a calendar year membership, offering much improved value for money for our members. The benefits of the system include reduced administration for British Riding Clubs (BRC) and club committees, a much more secure way of managing data and increased autonomy for members.

We also had a change to our competition calendar in 2024. Dressage to music moved to March instead of October, arena eventing moved to June from March, and the combined Championships moved from June to October. These changes were to allow qualifiers to run at a more suitable time of year and allowed the arena eventing Championships to run without too much concern about inclement weather. We were pleased to team up with E Riders to run our Christmas Cracker online dressage competition. This allowed us to hugely increase team entries, as the capacity was much improved, resulting in more of our members being able to participate.

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STRATEGIC REPORT (continued)

Approved Centres

In 2024, we had 29 new centres join the scheme, of which 15% were the new category known as Equine Activity Centres. We also saw an increase of 15% in retention of centres, with business closure in these challenging economic times being the biggest reason centres leave the scheme. The Business Support team carried out over 250 centre visits throughout the year, delivering support on a range of topics, and we carried out 220 centre inspections. Furthermore, 16 centres received a share of £107,000 from the Ride By Your Side fund, through a riding school grant. Funded projects ranged from specialist equipment to include more groups at the centre, accessible toilets and classrooms.

Nine face-to-face proprietor conferences were held across the country, discussing a variety of topics including diversification, social licence and education, with 200 proprietors and managers attending. We held 27 online coffee mornings, focused on a range of topics including mental health, VAT and pricing strategies, with 300 attendees in total.

In 2024, 17 Second Chance ponies were successfully rehomed into centres.

Nine centres attended the Riding School Championships, including three centres who had not previously been involved. This gave over 100 riders the opportunity to train for, and compete at, a National Championships, representing their riding centre in dressage, show jumping and equitation. Some lovely feedback included: "An amazing opportunity for riders not only to compete but to support each other, display teamwork and show off their riding skills."

Changing Lives through Horses

Changing Lives through Horses (CLtH), our equine facilitated personal development programme, continues to grow and evolve making a significant impact on the lives of children and young people as well as advancing our Approved Centres to work inclusively within their community and run diverse and sustainable businesses. Indeed, in our 2024 centre survey, 76% of centres responding reported that they had increased their staffing or staffing hours as a result of delivering CLtH. By the end of 2024, we had welcomed 3,800 children and young people to the programme since its inception in 2016 - an increase of 44% on the same time in 2023. We now have 135 centres trained to deliver CLtH across the UK - an annual increase of 24%. Having a second Programme Manager in place for the whole of 2024 has enabled us to visit more centres offering support and guidance (67 across the year) and train 35 new centres.

We strongly believe in investing in our coaches and centres and have continued to deliver a strong CPD offer – 50 coaches from 27 centres joined us at our CLtH conference in 2024 and over 12 virtual sessions focused on special educational needs. We had 194 separate bookings and 100% of centres in our survey reported that the CPD offered was good or excellent.

Some of the 2024 highlights for CLtH included:

- Planning and delivering two BHS Stage 1 pilots, in collaboration with the BHS Education team, for CLtH long term participants and offering the first step on a professional career pathway.

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STRATEGIC REPORT (continued)

- Seeing our accredited Personal Development Qualification grow with 80 candidates successfully achieving the qualification at different levels in 2024 across 13 centres. With 70 centres trained to assess this award, we are looking to see a further significant increase in candidate numbers in 2025.
- Releasing the findings of our research with the University of Buckingham which showed that there is proven scientific evidence that the CLtH programme is effective in strengthening interpersonal and transferable skills, enhancing social and emotional development and demonstrates a significant shift in psychosocial and behavioural outcomes for participants.
- Hosting a CLtH Showcase event at The Worshipful Company of Saddlers with our Vice-Patron HRH The Princess Royal in attendance, along with our President Martin Clunes. The audience heard presentations from a range of CLtH stakeholders including Sirona Therapeutic Horsemanship, Philpotts Manor School, Wirral Riding Centre and a moving and emotional personal testimony from Katie and her grandson Charlie from Four Winds Equestrian Centre. We had young people in attendance from four centres who all had the opportunity to meet HRH The Princess Royal and Martin Clunes. Truly a day to remember.
- Continuing our association with the Equine Assisted Services Partnership and the Human Equine Interaction Register as the equine assisted services sector continues to grow and gain awareness within the equestrian industry.

Everyone Welcome

2024 saw the launch of our Everyone Welcome strategy which focuses on how we can support the equestrian sector to become more diverse, inclusive and equitable. We want to welcome everyone, whatever their ability, background, culture or identity, into the world of horses. Our aim is to embed our Everyone Welcome strategy into every aspect of BHS, having a truly profound impact on our mission – meeting the needs of a greater and more diverse number of horse lovers, and creating a more visibly inclusive environment across the equestrian landscape. No one should feel excluded from riding, carriage driving or even just being with horses. In the last quarter of 2024, we set up 15 Everyone Welcome Pilot Centres which are spread out geographically throughout the UK. During 2025, we will be running several projects at these centres, aimed at increasing and/or promoting diversity and inclusion within the equestrian sector.

Environmental Sustainability

The BHS Environmental Sustainability Action Plan will be implemented over a five-year period, 2025-2030. We will ensure that our own operations demonstrate continuous improvement, including reducing emissions and consumption of resources, and improving waste management systems. We will report on our progress and share best practice collaboratively with the British Equestrian Federation. We will work with our stakeholders to support them, both in progressing towards an environmentally sustainable future, and by inspiring the broader industry to do the same. Our vision is to create an environmentally sustainable future for people and horses. Our mission is to support the equestrian sector in sustaining, protecting and enhancing healthy ecosystems.

Regions and Nations

In 2024, our Regional and National Managers, working closely with local committees, held 533 Education, Fundraising, Safety and Participation events across the UK, engaging over 11,000 members and supporters. This figure does not include in-person engagement at major and local shows.

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STRATEGIC REPORT (continued)

The regional team created a full programme of virtual, in-person and hybrid events, all aimed at furthering our charitable objectives.

The 36 Ride Out UK pleasure rides were a highlight, raising significant funds as well as promoting Participation and Access. Camps, clinics, talks and continual professional development events continue to be well-received. In all, our national, regional and county committees generated £185,000– with every penny either being invested back into local events, devoted to delivering our charitable activities or remitted to headquarters to support national campaigns and initiatives.

Our Regional and National Managers represented BHS at 35 career-focused events, promoting the Career Transition Fund and engaging at careers fairs with a Higher and Further Education audience to encourage uptake of our education offer.

Our National Managers in Scotland, Ireland and Wales worked closely with devolved Governments to represent the interests of horse riders and owners on issues such as access, licensing of equestrian businesses and equine ID.

Safety

The Safety team has continued to build on the partnerships that have been fostered over recent years, working with key stakeholders in all their departmental strands. The Dead Slow campaign once again occupied most of the team’s time and resources, but we continued to have significant impact in many areas. This vitally important campaign for equestrians is aimed at improving the safety of horses, riders and carriage drivers on our roads. It educates drivers in how to pass horses safely, but also gives safety advice and information to riders. It has three strands: Safer Drivers, Safer Riders and Safer Horses.

The Highway Code rule changes for vulnerable road users in 2022 were issued three years ago now and we have been working with local authorities, police, road safety partnerships and driving instructors to increase awareness amongst drivers of the changes. Unfortunately, the changes specific to equestrians are still not widely known. The Safety team has been attending many motoring and town centre events to increase awareness of these significant changes. We have received support from Project Edward (Every Day Without A Road Death), Road Safety GB and police forces across the UK.

The Horse Incident Reporting System and the Horse-i App have been a vital part of the data that we supply to road safety partnerships and local authorities, highlighting hot spots for local action together with the Safety team. This information obtained from local riders cannot be underestimated.

Following a grant from the Road Safety Trust, we worked with Nottingham Trent University to produce four mindfulness films for drivers. The films give techniques to reduce stress and enable the safe passing of horses when drivers are unsure of how to pass safely. The four films are now on the Road Safety Trust website and offer a different technique for road safety professionals to use. This is another resource provided by our Safety team to road safety partners.

We have continued our involvement with road safety partnerships, Road Safety GB, police, fire and rescue services and driving instructors. We have been part of many road safety webinars and have been asked to speak and present to road safety professionals. For example, the 2024 Road Safety GB Conference, where we gave three presentations.

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STRATEGIC REPORT (continued)

A vital element of our partnership approach has been to work with local authorities to place Dead Slow posters at locations where there have been a number of near misses, as reported to BHS on our horse incident website. These signs have been well received by riders and have had a positive impact on the safety of equestrians.

We have held Road and Rider Awareness events and training for commercial driving companies on the Dead Slow campaign. These events are held to inform drivers, riders and other vulnerable road users of everyone's responsibilities and to advise on how to stay safe on the roads when passing horses.

We have continued the Henry the Horse initiative. This interactive project is to inform 9- and 10-year-old children about how to walk or cycle safely past horses. It also gives the Dead Slow messages to parents. This initiative has been evaluated by RoSPA and has had superb reviews from parents, headteachers and school children.

The Safety team has been instrumental in significant forums, PACTS (Parliamentary Advisory Council for Transport Safety), the RoSPA Road Safety Committee and the police's Operation Gallop. BHS is an important voice in this community.

BHS has also been consulted by the Governmental Office of Product Safety and Standards regarding firework safety and equestrians. There was a parliamentary event in November where BHS was a major partner in lobbying MPs to review firework legislation and presenting a petition to the Government.

We were also partners with the RAF Joint Helicopter Command in a significant piece of work understanding the challenges and risks posed by low flying helicopters.

The Dead Slow campaign won two awards in 2024 for significant contribution to road safety.

During 2024, we trialled delivery of free, basic road safety training for riders in the Southwest region, attracting 126 participants and their horses. As well as raising standards of riding on the road, we used these opportunities to promote our wider safety agenda.

Our Volunteers

Our volunteer community remains strong. The total number of registered volunteers was 1,321 representing a slight decrease from last year, but this is largely due to a project that removed inactive individuals from our system. We attract on average 150 new volunteers each year. Volunteers are essential to the delivery of all our work across Access, Welfare, Safety, Education and Participation and all our teams thank them for their invaluable contribution. During 2024, we focused on delivering our 5-year volunteer strategy with the aim that:

"We are recognised for making our volunteers feel valued as an integral part of our diverse team. Their contribution to delivering our charitable objectives is celebrated and rewarded."

A key element of the strategy is to test new ways of working to modernise our volunteer offer, thereby increasing our relevance, and attracting a new and more diverse group of people. Delivery of the strategy began in January 2024. Five projects ran throughout the year, piloting different models of volunteering. We will be analysing the output of those projects to define our future volunteering structure.

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STRATEGIC REPORT (continued)

We are very grateful for our volunteers' support and were able to thank many of them in person at our Annual Awards ceremony.

We introduced our special You're a Gem Awards to recognise exceptional contributions by our volunteers and awarded 11 of those during the year.

We have continued to prioritise the introduction of volunteer email addresses in order to meet GDPR requirements. Use of the volunteer email system became mandatory for new volunteers in 2023. Our introduction of a risk assessed prioritisation approach has made a significant impact, following an initially slow adoption. Of our high and medium priority volunteer roles, 99% are now using their BHS email address.

Operations and Infrastructure

During 2024, the Marketing and Communications team has continued to deliver campaigns promoting and supporting all areas of the Society's mission. Some notable activities include the Dead Slow road safety campaign, Rideathon sponsored ride and Friends at the End - building awareness of this important service. There were 2,187 mentions of BHS in press articles across national, regional, online and print coverage, a 40% increase compared with 2023 - with a particular growth in online coverage.

Projects have been the other priority areas for 2024, with designated funds continuing to support the revenue programme, including audience insight and brand proposition development. The audience insight work completed in 2023 has underpinned the development of our new three-year strategy and a new look and feel in 2025. These projects will enable us to engage wider audiences, offer new ways to support us and bring out the impact our work across BHS achieves.

The Society's digital transformation continued to make progress in 2024. Our new HR solution is now fully operational, not only providing benefits for the Home Team but also automating our recruitment and onboarding processes. A new asset library has been developed to manage images and templates and streamline our processes.

A further designation was made by the Board to support the next stages of digital transformation, notably the delivery phases for our Dynamics 365 environment and the provision of secure audience-focused tools integrated into our website.

Risk

In order to fulfil their responsibility to identify and manage the risks that the Society faces, the Trustees require a risk register to be maintained. The risks documented therein are reviewed at an enterprise risk level by the Finance Committee and Audit Committee as part of their programme of work.

The register is updated and revised at least six-monthly and, where appropriate, the Trustees, a specific director, or group of directors is assigned to each risk. The register is made available for inspection to the Society's auditors. During 2024, the Trustees recognised the following principal risks:

- A significant decline in income due to either internal or external economic factors.
- A major outbreak of an equine disease which may adversely affect members' ability to remain in membership or influence their choice to remain in membership.
- Reductions in membership if membership services and benefits are not maintained, or their perceived value is diminished.
- Reputational risk regarding social licence, loss of data, safeguarding or some other unexpected event.

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STRATEGIC REPORT (continued)

Financial Report for the Year

The trustees are pleased to present a surplus on unrestricted, undesignated, consolidated funds of £385,000, which along with built up reserves, enabled the trustees to designate net funds of £888,000 in year in support of future initiatives to encourage participation, engagement, career progression in the equine industry and to enhance the Society's infrastructure, thus increasing our capability to deliver charitable impact and member services.

Investment gains, though unrealised, totalled £35,000, and adjusting for this movement in funds our unrestricted, undesignated, consolidated reserves total £5,437,000 at 31 December 2024, and this is in keeping with the Society's reserves policy.

In 2024 total income decreased very slightly from £16,106,000 in 2023 to £15,996,000, this was mainly due to a reduction in the gift aid income received in 2024. The Society is no longer able to claim gift aid on certain categories of membership, due to increasing costs of insurance. There was an increase in total expenditure from £16,209,000 to £16,904,000. A significant proportion of that increase is due to increased activity within designated funds. Total expenditure is analysed and presented in detail in note 7 to the financial statements. Staff costs and numbers are outlined in detail in Note 8 to the financial statements.

Expenditure on designated funds of £1,229,000 represents planned investment in the Society's charitable objectives and infrastructure and is presented in detail in note 16 to the financial statements.

During the year the Society received revenue for specific purposes of £341,000 and made associated expenditure of £405,000. These amounts are accounted for within Restricted Funds and are presented in detail in Note 15 to the financial statements.

Despite turbulence due to world events and pressures within the UK economy, investment performance for the Society's managed fund resulted in an unrealised gain on investments of £35,000. Investments are reported more fully in Note 11 to the Financial Statements.

Future Plans

The British Horse Society's 2025–2027 strategic plan sets out an ambitious roadmap to enhance the welfare of horses and the experience of those who love them. Developed collaboratively with staff, volunteers, and stakeholders, and approved by the Board of Trustees, the strategy focuses on five key outcomes: Protecting the future of horses in society, positioning BHS as the go-to for support and resources for everyone involved with horses, improving road safety and off-road access, broadening participation and inclusivity in equestrianism, and strengthening the internal culture and volunteer experience.

To achieve these outcomes, the Society will build on recent successes, such as changes to the Highway Code, the expansion of welfare programs, and growth in membership; while launching new initiatives like the yard networking outreach programme and expanded Horse Health Day provision, and continuing to enhance our diversity and inclusion projects. The strategy is underpinned by five core commitments that will improve organisational effectiveness and increase the audience: listening to the equestrian community, empowering volunteers, delivering the "Everyone Welcome" initiative, promoting environmental sustainability, and embracing digital innovation. Together, these efforts aim to ensure that horses are respected, protected, and enjoyed by knowledgeable, caring people across the UK.

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STRATEGIC REPORT (continued)

The Trustees' Report, Strategic Report and the Financial Statements were approved by the Board of Trustees on 17 July 2025.

A handwritten signature in black ink that reads "Sally McCarthy". The signature is written in a cursive, flowing style.

Sally McCarthy
Chair of Trustees

THE BRITISH HORSE SOCIETY
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PATRONS, OFFICERS AND DIRECTORS

PATRON:	His Majesty King Charles III
VICE-PATRON:	Her Royal Highness the Princess Royal
PRESIDENT:	Martin Clunes OBE
TRUSTEES:	
Chair:	Sally McCarthy
Vice-Chair:	Karen Silcock
Other Elected Trustees:	Gillian Clark Nicola Greenwood (re-elected July 2025) Samantha Gregory (elected July 2024) Sue Griffin (elected July 2025) Sandra Harris Tim Lord (term of office expired July 2025) Gillian Longhurst Sarah Simpson (term of office expired July 2025) Sarah Spencer-Williams (elected July 2025) Andrew Stennett (elected July 2025)
Co-opted Trustees:	Professor Tim Morris (term of office expired July 2025) Lucy Grieve (appointed July 2025) Rt. Hon. Dame Caroline Spelman DBE PC (re-appointed July 2025) Beverley Simms (re-appointed July 2025)
SENIOR MANAGEMENT TEAM:	
Chief Executive	James Hick
Chief Operating Officer	Sarah Phillips
Director of Access	Mark Weston
Director of Development	Emma Stone
Director of Education	Tracy Castles
Director of Finance	Alexis Edward
Director of Horse Care and Welfare	Gemma Stanford
Director of Marketing and Communications	Alycia Pritchard (maternity cover until April 2024) Rebecca Cogswell (to May 2024) Katherine Stewart (from August 2024)
Director of Membership	Emma Day
Director of Participation	Laura Sanger
Director of Programme	Georgina Walters (to April 2024)
Director of Safety	Alan Hiscox
Director of Technology	Nikki Greenway
COMPANY SECRETARY:	Alexis Edward

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ADMINISTRATIVE DETAILS, ADVISERS AND COMPANY INFORMATION

Registered Office and Principal Address

The British Horse Society, Abbey Park, Stareton, Kenilworth, Warwickshire CV8 2XZ

Legal and Charitable Status

The Society was incorporated on 5th November 1947 as a company limited by guarantee and is governed by its Articles of Association. The company number is 444742. The Society's charity registration numbers are 210504 in England and Wales, and SCO38516 in Scotland.

Subsidiaries

The British Horse Society (Trading Company) Limited was incorporated on 11 September 1991 as a wholly owned subsidiary of the Society. The company's registration number is 2644832.

The British Horse Society Qualifications Limited (formerly Equestrian Qualifications GB Limited) was incorporated on 18 January 2006 as a wholly owned subsidiary of the Society. The company's registration number is 5679140.

The results of the two subsidiaries above have been consolidated within the accounts of the Society.

Auditors

RSM UK Audit LLP
103 Colmore Row, Birmingham B3 3AG

Bankers

Lloyds Bank plc
125 Colmore Row, Birmingham B3 3SF

Taxation Advisers

RSM UK Tax and Accounting Limited
103 Colmore Row, Birmingham B3 3AG

Investment Managers

McInroy & Wood
53 Davies Street, London W1K 5JH

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Opinion

We have audited the financial statements of The British Horse Society (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2024 which comprise the Consolidated and Society Statements of Financial Activities, the Group and Society Balance Sheets, the Group and Society Statements of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2024; and of the group's and the parent charitable company's incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the directors' report and the strategic report, prepared for the purposes of company law and included within the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report and the strategic report, included within the trustees' annual report, have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report or the strategic report, included within the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out on page 6 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

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

Auditor's responsibilities for the audit of the financial statements

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

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006,

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, the parent charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from internal/external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to General Data Protection Regulation (GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group/parent charity is in compliance with these laws and regulations and read minutes of trustee meetings.

The audit engagement team identified the risk of management override of controls and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions, recognition date and transactions entered into outside the normal course of business, challenging judgments, estimates and timing applied to the recognition of income streams.

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

Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Oxtoby

PAUL OXTOBY (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

103 Colmore Row

Birmingham

B3 3AG

Date: 13 August 2025

RSM UK AUDIT LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

THE BRITISH HORSE SOCIETY
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
For the year ended 31 December 2024

		Unrestricted	Designated	Restricted	2024	2023
		£000	£000	£000	Total	Total
					£000	£000
Income and endowments from:						
Donations, legacies and grants	2	177	-	312	489	819
Charitable activities:						
Membership subscriptions	3	12,745	-	-	12,745	12,552
Examinations and other fees		1,253	-	5	1,258	1,231
Events		773	-	8	781	771
Other trading activities:						
Trading income		188	-	-	188	191
Advertising		254	-	-	254	295
Commission received		6	-	-	6	6
Other income	4	127	-	16	143	148
Investment income	5	132	-	-	132	93
Total income		15,655	-	341	15,996	16,106
Expenditure on						
Raising funds	7	547	22	56	625	663
Charitable activities	7	14,723	1,207	349	16,279	15,546
Total expenditure		15,270	1,229	405	16,904	16,209
Net income/(expenditure)		385	(1,229)	(64)	(908)	(103)
Net gain/(loss) on investments		35	-	-	35	182
		420	(1,229)	(64)	(873)	79
Designations and fund transfers	16	(888)	888	-	-	-
Net movement in funds		(468)	(341)	(64)	(873)	79
Fund balances brought forward		5,905	2,320	1,209	9,434	9,355
Fund balances carried forward		5,437	1,979	1,145	8,561	9,434


THE BRITISH HORSE SOCIETY
SOCIETY STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
For the year ended 31 December 2024

		Unrestricted	Designated	Restricted	2024 Total	2023 Total
		£000	£000	£000	£000	£000
Income and endowments from:						
Donations, legacies and grants	2	182	-	312	494	824
Charitable activities:						
Membership subscriptions	3	12,745	-	-	12,745	12,552
Examinations and other fees		1,254	-	5	1,259	1,231
Events		773	-	8	781	771
Other trading activities:						
Trading income		100	-	-	100	89
Commission received		6	-	-	6	6
Other income	4	145	-	16	161	166
Investment income	5	132	-	-	132	93
Total income		15,337	-	341	15,678	15,732
Expenditure on						
Raising funds	7	211	22	56	289	294
Charitable activities	7	14,745	1,207	349	16,301	15,553
Total expenditure		14,956	1,229	405	16,590	15,847
Net income/(expenditure)		381	(1,229)	(64)	(912)	(115)
Net gain/(loss) on investments		35	-	-	35	182
		416	(1,229)	(64)	(877)	67
Designations and fund transfers	16	(888)	888	-	-	-
Net movement in funds		(472)	(341)	(64)	(877)	67
Fund balances brought forward		6,017	2,320	1,209	9,546	9,479
Fund balances carried forward		5,545	1,979	1,145	8,669	9,546

THE BRITISH HORSE SOCIETY
BALANCE SHEETS
Company Registration Number: 00444742
At 31 December 2024

	Notes	Group		Society	
		2024 £000	2023 £000	2024 £000	2023 £000
FIXED ASSETS					
Intangible fixed assets	9	661	285	661	285
Tangible fixed assets	10	2,502	2,652	2,502	2,652
Investments	11	3,399	3,365	3,404	3,370
		6,562	6,302	6,567	6,307
CURRENT ASSETS					
Stock		34	65	5	4
Debtors	12	3,655	3,523	3,741	3,682
Term deposits		2,863	3,048	2,863	3,048
Cash at bank and in hand		2,573	2,155	2,536	2,134
		9,125	8,791	9,145	8,868
CURRENT LIABILITIES					
Creditors due within one year	13	6,815	5,353	6,732	5,323
		2,310	3,438	2,413	3,545
NET CURRENT ASSETS					
Creditors due after more than one year	13	311	306	311	306
		8,561	9,434	8,669	9,546
REPRESENTED BY					
Restricted funds	15	1,145	1,209	1,145	1,209
Designated funds	16	1,979	2,320	1,979	2,320
Other charitable funds	17	5,539	6,012	5,545	6,017
Non-charitable trading funds	17	(102)	(107)	-	-
		8,561	9,434	8,669	9,546

The financial statements were approved and authorised for issue by the Board on 17th July 2025 and signed on its behalf by:



Sally McCarthy
Chair of Trustees



Karen Silcock
Vice Chair of Trustees

THE BRITISH HORSE SOCIETY
CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended 31 December 2024

	2024		2023
	£000		£000
Cash flows from operating activities:			
Net cash provided by operating activities	<u>684</u>		<u>761</u>
Cash flows from investing activities:			
Interest from investments	132		93
Purchase of intangible fixed assets	(480)		(127)
Purchase of tangible fixed assets	(103)		(182)
Disposal of tangible fixed assets	-		-
Purchase of investments	(66)		(66)
Disposal of investments	66		66
Net cash (used in) investing activities	<u>(451)</u>		<u>(216)</u>
Change in cash and cash equivalents in the year	233		545
Cash and cash equivalents at the beginning of the year	5,203		4,658
Cash and cash equivalents at the end of the year	<u>5,436</u>		<u>5,203</u>
Reconciliation of net income to net cash flow from operating activities:			
Net income for the year	(873)		79
Depreciation and amortisation	358		327
Investment income	(132)		(93)
Investment (gains)/losses	(35)		(183)
Movement in stocks	31		35
Movement in debtors	(132)		(546)
Movement in creditors	1,467		1,142
Net cash provided by operating activities	<u>684</u>		<u>761</u>
Analysis of changes in cash and cash equivalents			
	At 1st		At 31st
	January		December
	2024	Cash flows	2024
Cash at bank	2,155	418	2,573
Short term deposits	3,048	(185)	2,863
	<u>5,203</u>	<u>233</u>	<u>5,436</u>

THE BRITISH HORSE SOCIETY
SOCIETY STATEMENT OF CASH FLOWS
For the year ended 31 December 2024

	2024		2023
	£000		£000
Cash flows from operating activities:			
Net cash provided by operating activities	668		742
Cash flows from investing activities:			
Interest from investments	132		93
Purchase of intangible fixed assets	(480)		(127)
Purchase of tangible fixed assets	(103)		(182)
Disposal of tangible fixed assets	-		-
Purchase of investments	(66)		(66)
Disposal of investments	66		66
Net cash (used in) investing activities	(451)		(216)
Change in cash and cash equivalents in the year	217		526
Cash and cash equivalents at the beginning of the year	5,182		4,656
Cash and cash equivalents at the end of the year	5,399		5,182
Reconciliation of net income to net cash flow from operating activities:			
Net income for the year	(877)		67
Depreciation and amortisation	358		327
Investment income	(132)		(93)
Investment (gains)/losses	(35)		(183)
Movement in stocks	(1)		24
Movement in debtors	(59)		(547)
Movement in creditors	1,414		1,147
Net cash provided by operating activities	668		742
Analysis of changes in cash and cash equivalents			
	At 1st		At 31st
	January		December
	2024	Cash flows	2024
Cash at bank	2,134	402	2,536
Short term deposits	3,048	(185)	2,863
	5,182	217	5,399

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

1. Accounting Policies

Basis of Accounting

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

The British Horse Society meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below:

Basis of Consolidation

The group accounts consolidate the financial statements of the Society and its trading subsidiary undertakings. Intra-group transactions are eliminated on the consolidation. Surpluses and deficits of organisations entering or leaving the group are included from the date of acquisition or up to the date of disposal.

Income

Income is stated net of VAT, where VAT is chargeable. There have been no significant changes in operations during the year. Income received for training courses, examinations and events is included in the statement of financial activities on the date on which the course, examination, or event occurs. Income received in advance, inclusive of membership income, is included within creditors. Gift aid income resulting from membership is accounted for on a receivable basis. Other income, including affiliation fees, is recognised when it is receivable.

Subscriptions

Annual subscriptions are recognised and time apportioned on a monthly basis. A proportion of life memberships are deferred. This deferral is calculated with reference to estimated remaining years to expiry.

Legacies and Donations

Credit for income arising under these headings is taken in the year in which the amount can be assessed with reasonable probability. Donations and legacies received for the general purposes of the Society are credited to 'other charitable funds'. Donations and legacies, subject to specific wishes of the donors are recognised as restricted funds.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

1. Accounting Policies (continued)

Costs of raising funds comprise the costs of commercial trading and assessment of examiners. **Expenditure on charitable activities** includes the costs of exams, events and providing membership services. **Other expenditure** represents those items not falling into any other heading. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those costs incurred directly in support of expenditure on the objectives of the charity and are allocated on the basis of headcount attributable by department.

Intangible and Tangible Fixed Assets

Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition. Tangible fixed assets are depreciated from the date of acquisition on straight line basis to write off their cost over their expected useful lives. Intangible fixed assets are capitalised in respect of project related software and development costs and are written off once commissioned over their expected useful lives. The annual rates applied to the principal items are:

Freehold buildings	25 years
Fixtures and fittings	3 – 5 years
Motor vehicles	4 years
Commercial vehicles	5 years
Computer equipment	3 years
Database and technology assets	3 years

Freehold land is not depreciated.

Operating Leases

Rentals paid under operating leases are charged in the period to which they relate.

Taxation

The Society is a Registered Charity and undertakes activities which, under present legislation, are not subject to Corporation Tax. The Society's subsidiaries undertake trading activities within the meaning of the Taxes Acts and are liable to Corporation Tax. However, the subsidiaries donate all their taxable profits to the Society and as a consequence no provision is made for the payment of Corporation Tax either current or deferred.

Defined Contribution Pension Scheme

The Society operates money purchase pension schemes which all employees may join after having served for a qualifying period. Both the Society and the employee make defined contributions to purchase the employee's individual pension. All such contributions are held in separate trust funds which are independent of the Society's finances. The pension costs charged against the Society's results represent the amount of the Society's contributions payable to the schemes in respect of the accounting period. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

1. Accounting Policies (continued)

Stocks

Stocks on hand of consumables and items for resale are stated at the lower of cost and estimated net realisable value. Net realisable value is based upon estimated selling prices less cost of disposal. Provision is made for obsolete and slow-moving items.

Investments

Current asset investments include short term deposits held at UK banks. Listed investments are included at fair value; the movement in listed investments is shown through the statement of financial activities. Investments in subsidiary companies are included at cost.

Trade Debtors

Trade and other debtors which are receivable within one year are initially recognised at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash and Bank Balances

Cash and bank balances includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition.

Trade Creditors and Liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Liabilities are recognised when either a constructive or legal obligation exists.

Funds

Other charitable funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts. Restricted funds are the funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the accounts.

Going Concern

The Trustees have reviewed the Society's position and the appropriate basis on which to prepare the financial statements. The Trustees anticipate that there may continue to be an adverse impact on the Society's income streams. However, the Trustees have assessed this impact by considering projections to the end of December 2026 which have been prepared to stress test the financial resilience of the Society. Whilst the Trustees recognise that 2025 may be a challenging year and it is possible that it will be necessary to draw on some of the Society's reserves, which have been established to provide financial resilience, they consider that it remains appropriate to prepare the financial statements on a going concern basis. The stress testing of the Society's financial position has satisfied the Trustees that it has adequate reserves and mitigation strategies available to continue to manage the affairs of the Society.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

1. Accounting Policies (continued)

Financial Instruments

The group and charity only have financial assets of a kind which qualify as basic financial instruments. These are initially recognised at transaction value and subsequently measured at their settlement value.

Critical Accounting Estimates and Areas of Judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are appropriate critical accounting estimates and assumptions made in determining the deferred proportion of life memberships.

2. Donations, Legacies and Grants

	Group		Society	
	2024	2023	2024	2023
	£000	£000	£000	£000
Donations received include:				
Qualifying donations from subsidiaries	-	-	5	5
Legacies received include:				
M Baker	-	14	-	14
J M Byrne	-	64	-	64
P A Close	14	-	14	-
M Greaves	-	69	-	69
M Kirton	-	17	-	17
G Pritchard	-	48	-	48
A Scallon	-	14	-	14
Grants received include:				
British Equestrian Federation	62	63	62	63
C S Heber-Percy Charitable Trust	30	30	30	30
Hampshire County Council	-	32	-	32
Leicestershire and Rutland Bridleways	-	12	-	12
Pets at Home	30	30	30	30
Pony Tales	-	13	-	13
The Bernard Sunley Foundation	10	10	10	10
The Britford Bridge Trust	10	-	10	-
The Derbyshire Environmental Trust	-	69	-	69
The Kaye's and Labourne's Charity	20	20	20	20
The Road Safety Trust	10	15	10	15
The Sir Peter O'Sullevan Trust	-	15	-	15
The Thompson Family Trust	16	17	16	17
The Worshipful Company of Saddlers	18	20	18	20
Other donations, legacies and grants	269	247	269	247
(all less than £10,000)	<u>489</u>	<u>819</u>	<u>494</u>	<u>824</u>

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

3. Membership Income

	Group		Society	
	2024	2023	2024	2023
	£000	£000	£000	£000
During the year ended 31 December membership subscriptions after provision for deferred life membership income were:	11,675	10,841	11,675	10,841
In the same period, gift aid was claimed amounting to:	1,070	1,711	1,070	1,711
	<u>12,745</u>	<u>12,552</u>	<u>12,745</u>	<u>12,552</u>

4. Other Income

	Group		Society	
	2024	2023	2024	2023
	£000	£000	£000	£000
Other (includes consultancy, service charges and miscellaneous items)	109	114	122	127
Rental income	34	34	39	39
	<u>143</u>	<u>148</u>	<u>161</u>	<u>166</u>

5. Income from Investments

	Group		Society	
	2024	2023	2024	2023
	£000	£000	£000	£000
Interest receivable	<u>132</u>	<u>93</u>	<u>132</u>	<u>93</u>

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

6. Subsidiary Companies

The Society has two wholly owned trading subsidiaries, which are incorporated in England. The British Horse Society (Trading Company) Limited (company registration 02644832) undertakes the trading activities of the Society and The British Horse Society Qualifications Limited (company registration 5679140) undertakes accreditation of equine qualifications. Each company donates any taxable profits to the Society.

The trading results of each subsidiary are included within the consolidated accounts. Each individual entity files audited accounts with the Registrar of Companies. A summary of the results of each subsidiary is shown below:

	2024	2023
	£000	£000
The British Horse Society (Trading Company) Limited		
Turnover	330	386
Less: Cost of sales	348	381
Result for the year	(18)	5
Qualifying donation to parent charity	5	5
Assets	266	321
Liabilities	268	301
Net funds	(2)	20
The British Horse Society Qualifications Limited		
Turnover	145	132
Less: Cost of sales	118	119
Result for the year	27	13
Assets	4	5
Liabilities	104	132
Net funds	(100)	(127)

The board of trustees do not envisage any circumstances that may lead to any material uncertainties related to events or conditions that may cast significant doubt about the ability of either subsidiary to continue as a going concern.

The charity will continue to support each subsidiary for the benefit to the parent in terms of raising funds and regulatory compliance.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

7. Analysis of Total Expenditure

Group	Activities undertaken directly £000	Support costs £000	Designated funds £000	Restricted funds £000	2024 £000
Expenditure on raising funds in 2024					
Fundraising, trading, cost of goods and other costs	466	81	22	56	625
Expenditure on charitable activities in 2024					
Membership services	5,088	1,409	224	-	6,721
Training, examinations and approvals	2,337	1,484	636	235	4,692
Safety, Access and Welfare	1,547	1,889	302	114	3,852
Events	726	243	45	-	1,014
Total charitable activities	9,698	5,025	1,207	349	16,279
Total expenditure	10,164	5,106	1,229	405	16,904

Society	Activities undertaken directly £000	Support costs £000	Designated funds £000	Restricted funds £000	2024 £000
Expenditure on raising funds in 2024					
Fundraising, trading, cost of goods and other costs	130	81	22	56	289
Expenditure on charitable activities in 2024					
Membership services	5,088	1,409	224	-	6,721
Training, examinations and approvals	2,359	1,484	636	235	4,714
Safety, Access and Welfare	1,547	1,889	302	114	3,852
Events	726	243	45	-	1,014
Total charitable activities	9,720	5,025	1,207	349	16,301
Total expenditure	9,850	5,106	1,229	405	16,590

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

7. Analysis of total expenditure (continued)

Group	Activities undertaken directly £000	Support costs £000	Designated funds £000	Restricted funds £000	2023 £000
Expenditure on raising funds in 2023					
Fundraising, trading, cost of goods and other costs	497	149	-	17	663
Expenditure on charitable activities in 2023					
Membership services	4,633	1,369	226	7	6,235
Training, examinations and approvals	2,282	1,400	375	262	4,319
Safety, Access and Welfare	1,515	1,751	281	191	3,738
Events	959	237	57	1	1,254
Total charitable activities	9,389	4,757	939	461	15,546
Total expenditure	9,886	4,906	939	478	16,209

Society	Activities undertaken directly £000	Support costs £000	Designated funds £000	Restricted funds £000	2023 £000
Expenditure on raising funds in 2023					
Fundraising, trading, cost of goods and other costs	128	149	-	17	294
Expenditure on charitable activities in 2023					
Membership services	4,633	1,369	226	7	6,235
Training, examinations and approvals	2,289	1,400	375	262	4,326
Safety, Access and Welfare	1,515	1,751	281	191	3,738
Events	959	237	57	1	1,254
Total charitable activities	9,396	4,757	939	461	15,553
Total expenditure	9,524	4,906	939	478	15,847

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

7. Analysis of total expenditure (continued)

Group and Society	Fundraising £000	Membership services £000	Exams, training and approvals £000	Safety, Access and Welfare £000	Events £000	Total £000
2024						
Management	12	210	222	282	36	762
Finance	7	121	128	163	21	440
Technology and infrastructure	23	396	416	531	69	1,435
Facilities	10	174	183	233	30	630
Human Resources	7	129	136	172	22	466
Marketing and communications	22	379	399	508	65	1,373
	81	1,409	1,484	1,889	243	5,106
Group and Society 2023						
Management	22	199	203	254	34	712
Finance	10	93	95	119	16	333
Technology and infrastructure	42	385	394	493	67	1,381
Facilities	20	184	188	235	32	659
Human Resources	13	123	126	158	21	441
Marketing and communications	42	385	394	492	67	1,380
	149	1,369	1,400	1,751	237	4,906

Included in total costs above are Governance Costs of £65,247 (2023: £65,839) which include Chairman, Trustee and CEO expenses of £5,493 (2023: £7,720) and Legal, professional and audit fees of £59,754 (2023: £58,119).

	Group		Society	
	2024 £000	2023 £000	2024 £000	2023 £000
Total expenditure includes:				
Auditors remuneration				
for audit work	36	36	33	33
for non-audit work	9	9	9	9
Operating leases				
for land and buildings	19	19	19	19
for plant and machinery	182	177	182	177

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

8. Trustees and Employees

No remuneration is paid to any trustee by virtue of their position on the board. The trustees who held office during the year are listed in the Directors and Officers section of this report.

	2024	2023
	£	£
Group and Society		
The cost of travel and subsistence reimbursed to 9 (2023:7) trustees during the year amounted to:	4,368	5,834
Trustees were paid fees for examinations and other services as follows:		
S Simpson	4,008	6,984

Following consultation with the Charity Commission payments to trustees for other services unrelated to their duties as trustees have been included with payments for examinations and other services as wholly permitted by the Society's articles.

The total remuneration including employer's national insurance and pension contributions payable to key management personnel, which is defined as the Chief Executive and the Senior Management Team, was £1,176,597 (2023: £1,213,953).

Staff Costs

	2024	2023
	£000	£000
Group		
Salaries and wages	6,629	6,271
Social security costs	702	664
Pension costs	330	309
Other employee costs and benefits	145	124
	7,806	7,368

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

8. Trustees and Employees (continued)

The Society operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Society in an independently audited and administered fund. The pension cost charge represents the contributions payable by the Society to the fund. Other employee costs and benefits include medical benefits and engagement costs. In the year there were redundancy or termination payments to leavers totalling £12,100 (2023: £36,240).

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

	2024	2023
£140,001 to £150,000	1	-
£100,001 to £110,000	1	1
£90,001 to £100,000	-	1
£80,001 to £90,000	2	3
£70,001 to £80,000	2	4
£60,001 to £70,000	11	7

The items used to determine the above values are the gross salary, employer's contribution for life cover, and the taxable value of benefits in kind. An amount of £93,653 (2023: £78,242) was contributed to a defined contribution pension scheme for the 19 (2023: 16) employees whose emoluments exceeded £60,000.

The average number of employees calculated on a full-time basis analysed by function was:

	2024	2023
Charitable activities	173	171
Raising funds	2	3
	<u>175</u>	<u>174</u>

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024
9. Intangible Fixed Assets

Group and Society	Education Software £000	Membership Software £000	Other IT related Projects £000	Total £000
Cost				
At 31 December 2023	607	407	852	1,866
Additions	-	450	30	480
At 31 December 2024	607	857	882	2,346
Amortisation				
At 31 December 2023	607	407	567	1,581
Charge for the year	-	-	104	104
At 31 December 2024	607	407	671	1,685
Net Book Values				
As at 31 December 2024	-	450	211	661
As at 31 December 2023	-	-	285	285

All intangible fixed assets developed and owned by the Society are used or intended for use for direct charitable purposes. All categories and classifications of intangible fixed assets were reviewed in the year in order to best reflect the assets use and nature. Amortisation of intangible fixed assets is charged against charitable activities.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024
10. Tangible Fixed Assets

Group and Society	Motor Vehicles £000	Freehold Property £000	Computer Equipment £000	Fixtures & Fittings £000	Total £000
Cost					
At 31 December 2023	222	4,707	1,494	442	6,865
Additions	-	-	103	-	103
At 31 December 2024	<u>222</u>	<u>4,707</u>	<u>1,597</u>	<u>442</u>	<u>6,968</u>
Depreciation					
At 31 December 2023	64	2,273	1,476	400	4,213
Charge for the year	35	179	27	12	253
At 31 December 2024	<u>99</u>	<u>2,452</u>	<u>1,503</u>	<u>412</u>	<u>4,466</u>
Net Book Values					
As at 31 December 2024	<u>123</u>	<u>2,255</u>	<u>94</u>	<u>30</u>	<u>2,502</u>
As at 31 December 2023	<u>158</u>	<u>2,434</u>	<u>18</u>	<u>42</u>	<u>2,652</u>

All fixed assets owned by the Society are used for direct charitable purposes. Included in Freehold Property is £300,000 of land which is not depreciated. The Society also owns Royal International Horse Show trophies, the values of which are not included in the fixed asset values above.

All categories and classifications of tangible fixed assets were reviewed in the year in order to best reflect the assets use and nature.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024
11. Fixed Asset Investments

	Group		Society	
	2024	2023	2024	2023
	£000	£000	£000	£000
Listed investments	3,399	3,365	3,399	3,365
Shares in subsidiary undertakings	-	-	5	5
	3,399	3,365	3,404	3,370

Listed investments	Brought forward	Additions	Disposals	Gains	Carried forward
	£000	£000	£000	£000	£000
Group and Society					
McInroy & Wood HG Investment	3,365	66	(66)	34	3,399
Total listed investments	3,365	66	(66)	34	3,399

	2024	2023
	£000	£000
Listed investments at cost	2,777	2,711
Shares in subsidiary undertakings		
Society	2024	2023
	£000	£000
Shares in subsidiary undertakings as 31 December at cost	5	5

The Society owns the entire ordinary share capital of The British Horse Society (Trading Company) Limited and The British Horse Society Qualifications Limited which are both incorporated in England and Wales, are both trading subsidiaries and are disclosed in more detail in Note 6 on page 37.

In addition, the Society owns the entire share capital of the following dormant companies both incorporated in England and Wales which are held at a valuation of £nil (2023: £nil):

The College of the Horse Limited	(incorporated 1999 - company number 3750680)
Equestrian Education Limited	(incorporated 2016 – company number 10196718)

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

12. Debtors

	Group		Society	
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade debtors	266	239	82	76
Amounts due from subsidiaries	-	-	289	404
VAT	32	21	32	21
Other debtors	5	6	5	6
Prepayments and accrued income	3,352	3,257	3,333	3,175
	3,655	3,523	3,741	3,682

Amounts due from subsidiaries are not expected to be settled within 12 months.

13. Creditors

	Group		Society	
	2024	2023	2024	2023
	£000	£000	£000	£000
Creditors due within one year:				
Trade creditors	2,418	2,174	2,395	2,153
Deferred income	3,087	2,852	3,087	2,852
Taxation and social security	175	180	175	180
Accrued expenditure	264	97	204	88
Other creditors	871	50	871	50
	6,815	5,353	6,732	5,323
Creditors due after more than 1 year:				
Deferred income	311	306	311	306
Of the above the following will fall due:				
in 2 to 5 years:	50	50	50	50
In over 5 years:	261	256	261	256

In accordance with the accounting policy on subscriptions, income is recognised and time apportioned on a monthly basis giving rise to a provision for deferred income.

Movements on deferred income are as follows:

	Group		Society	
	2024	2023	2024	2023
	£000	£000	£000	£000
Balance at 1st January	3,158	2,990	3,158	2,990
Released from previous accounting year	(2,852)	(2,684)	(2,852)	(2,684)
Income deferred in current year	3,398	2,852	3,398	2,852
	3,704	3,158	3,704	3,158

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

14. Share Capital

The Society is a company limited by guarantee and as a result has no share capital. In the event of the Society being wound up, each person, who is a member at the time, or has ceased to be a member within one year of that date, is liable to contribute to the Society such amount as the Society may require, not exceeding two pounds sterling.

15. Restricted Funds

Group and Society	At 1st January 2024	Income	Expenditure	Transfers between reserves	At 31st December 2024
	£000	£000	£000	£000	£000
2026 Sport England	62	51	(19)	-	94
Access Fighting	25	14	(34)	-	5
Access Projects	11	-	-	-	11
Bodynfoel Award	11	-	-	-	11
Changing Lives Through Horses	210	163	(219)	-	154
Faith Hope and Charity	14	-	(2)	-	12
Helping Horses	25	4	(10)	-	19
Hurst Legacy	425	-	(5)	-	420
Paths for Communities	134	44	(20)	-	158
Responsible Breeding	20	-	(1)	-	19
Road Safety	35	15	(31)	-	19
Saddlers Training	30	(14)	(1)	-	15
Second Chance	75	-	(2)	-	73
Welfare	33	12	(5)	-	40
Other funds:					
All balances of £10,000 or less					
or less than £10,000 income	99	52	(56)	-	95
	1,209	341	(405)	-	1,145

2026 Sport England Fund is a grant aided programme to achieve the mapping and preservation of historic routes and the safeguarding of bridleways for the benefit of equestrians and the general public.

Access Fighting Fund was set up to engage in legal proceedings on behalf of all equestrians.

Access Projects Fund comprises specific access project related donations.

Bodynfoel Award Fund finances the annual award to an individual who has done the most in the previous 12 months to forward the Society's objectives.

Changing Lives through Horses Fund aims to improve the lives of young people who are disengaged and at risk of becoming excluded, using horses as the inspiration for change.

Faith, Hope and Charity Fund supports Faith, Hope and Charity and 'other ponies like them'

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2024

15. Restricted Funds (continued)

Helping Horses Fund is designed to change the behaviour, through education, of people who do not look after their horses properly.

Hurst Legacy is a specific legacy for bridleway improvement in the Storrington area.

Paths for Communities Fund is for bringing equestrian routes into use.

Responsible Breeding Fund is designed to tackle overbreeding through education.

Road Safety Fund facilitates research of safety for the ridden or driven horse.

Saddlers Training Fund provides the annual grant for specific training activities held by the British Horse Society and other riding disciplines.

Second Chance Fund was established to rehome horses who have suffered an unhappy past giving them a second chance to rest, recover and rediscover a better life.

Welfare Fund comprises donations made in support of general welfare issues.

16. Designated Funds

Group and Society	At 1st January 2024	Expenditure	Transfers between reserves	Designations	At 31st December 2024
	£000	£000	£000	£000	£000
Access 2026	1	(1)	-	-	-
Access Fighting Fund	47	2	-	-	49
BRC Area Qualifiers	-	-	-	20	20
BRC Transformation	31	(31)	-	-	-
Bursaries	103	-	(103)	-	-
Career Transition	298	(236)	103	60	225
Changing Lives Through Horses	96	(35)	-	-	61
Customer Insight	312	(211)	-	210	311
DEI Strategy	75	(41)	-	85	119
Digital Transformation	808	(442)	-	350	716
Driving Force	164	(37)	-	-	127
Forever for the Horse	72	(39)	-	-	33
Fundraising Development	55	-	-	50	105
Government Action	22	-	-	-	22
Hardship Fund	22	-	-	-	22
Paths for Communities	25	-	-	-	25
Public Affairs	-	-	-	84	84
Ride By Your Side	189	(158)	-	-	31
Safety team member	-	-	-	29	29
	2,320	(1,229)	-	888	1,979

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024
16. Designated Funds (continued)

Access 2026 Fund facilitates the obtaining and digitising of historical map evidence, the research of historic equestrian routes and the submission of definitive map modification orders.

Access Fighting Fund was set up to engage in legal proceedings on behalf of all equestrians.

BRC Area Qualifiers is set up to provide sufficient veterinary and medical cover at these events.

BRC Transformation Fund supports the review and implementation of enhancements in British Riding Clubs operations.

Bursaries Fund is earmarked for the support of education and training bursary activity.

Career Transition Fund is aimed specifically to support those who have completed their BHS Stage 1 or Stage 2 and want to progress to Stage 3 and to develop the equine industry workforce.

Changing Lives Through Horses Fund aims to improve the lives of young people who are disengaged and at risk of becoming excluded, using horses as the inspiration for change, and supports the activity of the restricted fund of the same name.

Customer Insight and Brand Development Fund supports research to develop audience insight and to review and embed brand development.

DEI Strategy Fund supports advice and content to progress and embed the Society's Diversity, Equity and Inclusion strategy.

Digital Transformation Fund is designed to finance and support the improvement of the BHS digital infrastructure to enhance engagement and communication with stakeholders.

Driving Force Fund supports the provision of two bespoke, multi-function agile vehicles for welfare, educational and promotional purposes.

Forever for the Horse Fund is to support tackling specific equine welfare, education and access issues as they arise.

Fundraising Development Fund is designed to access expertise to expand our range and depth of fundraising activity.

Government Action Fund provides for lobbying at national level.

Hardship Fund was established to support the wellbeing and welfare of horses and ponies in BHS Approved Centres during, and as a consequence of the global pandemic.

Paths for Communities Fund is for bringing equestrian routes into use.

Public Affairs is to create dedicated resource to influence national policy making, supporting the horses place in Society.

Ride By Your Side Fund supports the promotion of the Society as a friendly, caring, supportive presence for its members and stakeholders.

Safety Team is to enhance the capacity of the safety team.

Transfers between reserves

The unrestricted, designated and restricted funds are reviewed regularly by senior management and trustees. This exercise identifies where there is a relationship either within or between funds, for example where designated funds are made available to support activities already existing within restricted funds. Designated funds are subject to reclassification and review as to ongoing suitability and purpose.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024
17. Other Unrestricted Funds

	Group		Society	
	2024	2023	2024	2023
	£000	£000	£000	£000
Charitable funds:				
At 31 December 2023	6,012	5,747	6,017	5,752
Net income and expenditure	421	930	416	930
Transfers to and from designated and restricted funds	(888)	(665)	(888)	(665)
At 31 December 2024	5,545	6,012	5,545	6,017
Non-charitable trading funds:				
At 31 December 2023	(107)	(118)	-	-
Result for the year	5	11	-	-
At 31 December 2024	(102)	(107)	-	-

18. Analysis of Group Net Assets between Funds

	Unrestricted funds	Restricted funds	Total funds
	£000	£000	£000
Fund balances at 31 December 2024 are represented by:			
Intangible fixed assets	661	-	661
Tangible fixed assets	2,502	-	2,502
Fixed asset investments	3,399	-	3,399
Term deposits and current asset investments	2,863	-	2,863
Cash at bank and in hand	1,428	1,145	2,573
Other current assets	3,689	-	3,689
Creditors	(7,126)	-	(7,126)
Total net assets	7,416	1,145	8,561

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

19. Financial Commitments

	2024	2023
	£000	£000
The total future minimum lease payments under non-cancellable operating leases are as follows:		
Group and Society		
Payments within one year:		
Land and buildings	19	19
Plant and machinery	158	152
	<u>177</u>	<u>171</u>
Payments within two to five years:		
Land and buildings	78	78
Plant and machinery	86	114
	<u>164</u>	<u>192</u>
Payments after more than five years:		
Land and buildings	<u>6</u>	<u>45</u>

Capital Commitments

In June 2023, the Society committed to a contract to install and deliver enhancements to a Microsoft Dynamics platform, with the aim of transforming the digital and data capability of the charity. Work commenced in September 2023, with the first phase, planned for completion in the middle of 2025, including the areas of core data, communications, membership administration, marketing activity, fundraising, donations, gift aid and associated financial automation and integration. The total commitment at year end was £659,744. The asset is currently under construction, and will begin to depreciate once it has gone live.

20. Related Party Transactions

The British Horse Society owns 100% of the share capital of The British Horse Society (Trading Company) Limited and The British Horse Society Qualifications Limited. The registered office of both subsidiaries is Abbey Park, Stareton, Kenilworth, Warwickshire CV8 2XZ. During the year the transactions with these companies were as follows:

	2024	2023
	£000	£000
The British Horse Society (Trading Company) Limited:		
Qualifying donation	5	6
Intercompany trade and recharges	12	22
Amounts due from subsidiary	197	280

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2024

20. Related Party Transactions (continued)

The British Horse Society Qualifications Limited:

Intercompany trade and recharges	(70)	(59)
Amounts due from subsidiary	93	124

Other related parties

T Lord is a director and shareholder of Berkshire Riding Centre Limited (company number 03193741) and S McCarthy is a director of Aberdeen Riding Club Limited (company number SC159535). During the year transactions with these companies were as follows:

	2024	2023
	£000	£000
Berkshire Riding Centre Limited		
Equestrian Education and Facility Services	7	5
Aberdeen Riding Club Limited		
Equestrian Education and Facility Services	2	-

THE BRITISH HORSE SOCIETY

England & Wales - Charity number 210504

Accounts

THE BRITISH HORSE SOCIETY

(Company Registration Number 00444742)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2023

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THE BRITISH HORSE SOCIETY
ANNUAL REPORT AND FINANCIAL STATEMENTS
For the year ended 31 December 2023
VICE-PATRON'S INTRODUCTION



BUCKINGHAM PALACE

In 2023 I was pleased to attend three events which highlighted the positive impact of the Society's work on the equestrian industry and the public as a whole.

In March, my visit to Summerfield Stables, a volunteer-run BHS Approved inner-city Riding School demonstrated how one community-focused establishment can embrace a wide variety of BHS initiatives, ranging from the pioneering Career Transition Fund to promoting the simple pleasure and benefits of building a bond with horse or pony through Pony Stars and Changing Lives Through Horses. Many congratulations to the Society on creating and developing the Career Transition Fund, which assists learners to progress their equine careers and add to the skills of an industry in such great need of qualified Coaches and Grooms.

In August, the educational and career themes were further emphasised as I attended an Equestrian Career Insight Day at Aberdeen Riding Club, a not-for-profit riding club which prides itself on making horses accessible to all. This included several interactive training sessions based on the Society's coaching qualifications within the Professional Pathway.

Finally, in November, I observed candidates preparing for the Performance Coach BHSI certificate at Ingestre Stables. I met many enthusiastic students and staff, who were supporting the Society's qualifications and the importance of encouraging talented, enthusiastic new Coaches to achieve their qualifications.

With such evidence of a forward thinking and caring organisation, it is encouraging that the Society has continued to grow its membership, increase the reach of its charitable activities, and aims to broaden its inclusivity. I congratulate the Society's trustees, executive team, volunteers, and supporters for their commitment to the equine cause and for the achievements outlined in this year's Annual Report.

THE BRITISH HORSE SOCIETY
ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 December 2023

CHAIR'S STATEMENT

The Board of Trustees, which also acts at the Board of Directors for the purposes of the Companies Act, presents The British Horse Society's Annual Report and Financial Statements for the year ended 31 December 2023. In doing so the trustees have adopted the provisions and guidance of all relevant legislation and standards.

Everyone involved in the Society's work is striving as hard as ever to deliver the charitable objectives of the Society and bring to the fore the special experience of the unique horse/human bond. Our focus remains to generate impact where it is most needed and as you read through our Strategic Report you will certainly be impressed by the sheer breadth and complexity of our range of activities.

During 2023 our Access Team reached the notable landmark of registering its 3,000th definitive map modification order application. Whatever deadline is decided by government for the extinction of recognised routes our determination to identify and preserve ancient routes and rights of way on the definitive map is bearing fruit with another 500km saved in 2023.

The Safety Team remains the very model of partnership working and collaboration. The strength of our multi-agency work in this area is evidenced by the local impact of Close Pass operations and increased signage in accident hotspots - while also having a very clear and consistent voice in national discussions and debates. All this while working hard to embed awareness of the Highway Code changes for vulnerable road users agreed in 2022.

The Horse Care and Welfare Team has increased its level of direct support, guidance and advice and continues to deliver on the spot treatment and care through its clinics and health days. With two significant equine campaigns - awareness weeks for Strangles and Dental issues – plus supporting vital work into Equine Grass Sickness their programme of work in 2023 is comprehensive and mind boggling.

In terms of participation, British Riding Clubs has carried out a comprehensive review of its operations and implemented positive changes to both the administrative and competitive elements of its activities, all geared towards an improved service for competitors.

Assistance and support are the key words regarding our Approved Centre Scheme. Post pandemic recovery has been vital and we continue to gradually increase the number of BHS approved establishments and offer advice and business support through our network of dedicated managers. There is a clear connection between education, qualifications, the provision of training and coaching and the needs of the industry. The Career Transition Fund, assisting learners through equine career pathways, has gone from strength to strength in 2023, and continues to grow its impact in 2024.

Alongside this initiative the Education Team, in liaison with our awarding organisation, BHSQ, continues to strike the balance between innovation, qualification development and the requirements of quality control and the discipline required in offering regulated qualifications.

Perhaps the personal highlight of the year for so many who attended was the showcasing of the impact of our Changing Lives Through Horses programme at Saddlers Hall in June. The assembled audience were impressed, and moved, by the stories of those young people who had faced and overcome challenges in their lives by their interaction with horses. The numbers of participants continue to rise and we are constantly approving new centres and accrediting new coaches to deliver this literally, life changing initiative.

THE BRITISH HORSE SOCIETY
ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 December 2023

CHAIR'S STATEMENT

However, the organisation cannot keep moving forward at such a pace without commensurate improvement to its systems, business information and infrastructure. 2023 saw the commencement of fundamental strands of work around digital transformation, customer insight and brand development, Diversity, Equity, and Inclusion and developing and supporting our amazing volunteer network. These, together with formulating our overall Strategic Plan for 2025 to 2027, will aim to future proof the Society and enable it to have greater capacity and capability to grow, influence, and make an even greater impact.

I am delighted that we can report so positively on our financial position. The Society has been able, in each of the last five years, to make the decision to earmark funds out of in-year surpluses and create designated funds to support projects to maximise charitable impact and to improve our infrastructure. And though our membership numbers continue to grow steadily, and revenue from membership and the associated gift aid remains the current bedrock of our finances, we are always seeking ways to diversify and increase other sources of revenue.

We have keenly awaited the results of this year's trustee election which were announced in July 2024. We are very pleased to retain Karen Silcock as Generalist Trustee with Financial Knowledge for a second term of three years and to welcome Samantha Gregory as our newly elected Generalist Trustee. In so doing we extend our sincere thanks to Kerryn Haynes for her knowledge, experience and immense contribution during her three-year term as a Generalist Trustee. Many thanks to all our candidates for their support of the Society and for their participation in the trustee election, which remains one of the cornerstones of our governance structure.

We were delighted and greatly honoured to be recently informed that The British Horse Society has received the Royal Patronage of His Majesty King Charles III. His Majesty becomes the second monarch to be Patron of The BHS, with the Royal Patronage first awarded by Her Majesty Queen Elizabeth II in 1952. We continue to be extremely grateful for the support and engagement of our Vice-Patron, Her Royal Highness The Princess Royal. The heartfelt connection both His Majesty and Her Royal Highness demonstrate for their horses and the wider equestrian community clearly communicates and confirms how important horses are in society.

I hope you enjoy reading the following pages and join me in thanking our trustees, volunteers, members, supporters, sponsors, partners and the whole executive team for their collective efforts in delivering another successful year.



Sally McCarthy
Chair of the Board of Trustees

THE BRITISH HORSE SOCIETY
ANNUAL REPORT AND FINANCIAL STATEMENTS
For the year ended 31 December 2023
TRUSTEES' REPORT

Status

The British Horse Society is a charitable company incorporated in England. It does not have a share capital and is limited by guarantee. The company is registered as a charity with the Charity Commission and the Office of the Scottish Charity Regulator.

Objectives

The Society's charitable objectives are outlined in Article 2 of the Society's Articles of Association:

- to promote and advance the education, training and safety of the public in all matters relating to the horse;
- to promote the use, breeding, well-being, safety, environment, health and management of the horse for the public benefit;
- to promote community participation in healthy recreation involving the horse;
- to promote and facilitate the prevention of cruelty, neglect, or harm to horses and to promote the relief, safety, sanctuary, rescue and welfare of horses in need of care, attention and assistance; and
- to promote and secure the provision, protection and preservation of rights of way and of access for ridden and driven horses over public roads, highways, footpaths, bridleways, carriage ways, public paths and other land.

For the purpose of the Society's objectives and activities, *horse* means any member of the family Equidae.

Our Vision

Every horse is respected, protected and enjoyed by knowledgeable, caring people.

Our Mission

We are the charity dedicated to knowledge and encouraging people and horses to enjoy life together.

Our Values

Horses First	The horse is at the heart of all we do.
One Team	We collaborate with and value our employees, members, supporters and partners.
Respect	We are inclusive and deliver with respect, integrity, dedication and passion.
Supportive	We support horses and people to enjoy life together safely.
Excellence	We strive for excellence in everything we do.

THE BRITISH HORSE SOCIETY
ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 December 2023

TRUSTEES' REPORT (continued)

Board of Trustees

The Board of Trustees governs the Society and is responsible for the management of the charity's affairs. The Board consists of:

- between seven and nine members elected by the Society's membership;
- up to three co-opted members; and
- the Chairman

Elected members serve a term of office of three years, co-opted members serve a term of office until the next trustee election. Elections are held annually and are structured to elect members to the board with appropriate and complementary skills and expertise.

Legal Status of Trustees

The Board of Trustees are registered as trustees with the Charity Commission. They are also the statutory directors of the company and as such are registered with Companies House. Throughout this report the term *trustee* is used to mean a trustee and statutory director of The British Horse Society. The term *director* is used to mean a senior member of staff in charge of a directorate.

Qualifying third party indemnity provision is in place for all trustees and directors.

Induction of Trustees

Newly elected trustees take part in a comprehensive induction which sets out their duties and responsibilities as trustees, together with a programme setting out the aims and operations of the Society and its strategic objectives. The trustees have access to professional and legal advisers and receive briefings and training on any legislative or good practice issues in respect of the Society's affairs.

Board Activity

The Board of Trustees meets a minimum of six times each year, and in addition, meets with the Society's senior staff to set the direction and strategy of the charity. This cycle of meetings establishes, monitors and evaluates the Society's plans; develops strategies for the delivery of the Society's objects; and identifies the resources, financial and human, required to deliver them.

Board Committees

The Society's Articles make provision for three committees with specific rules for their composition, remit and the frequency of meetings:

- Finance Committee
- Audit Committee
- Nomination Committee

The Board may also appoint such other Board or Advisory Committees as shall be considered beneficial to the Society and delegate to them such powers and functions for them to perform their purpose.

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TRUSTEES' REPORT (continued)

Disclosure of Information to Auditor

The Board of Trustees engages an independent firm of auditors and so far as the trustees are aware there is no relevant audit information of which the charitable company's auditor is unaware, and they have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Trustees' Responsibilities in Respect of the Trustees' Annual Report and Accounts

The Board of Trustees is responsible for preparing the Trustees Annual Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare accounts for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group, and of the income and expenditure of the group for that period. In preparing these accounts, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and accounting estimates that are reasonable and prudent.
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts.
- Prepare the accounts on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable them to ensure that the accounts comply with the Companies Act 2006, the Charities and Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Going Concern

The trustees confirm that they consider it appropriate to adopt the going concern basis of accounting in preparing the financial statements, and do not consider that there are any material uncertainties to the group's ability to continue to do so over a period of at least 12 months from the date of approval of the financial statements. Further detail is provided in the Going Concern accounting policy on page 34.

Public Benefit

The trustees confirm, that in their opinion they have complied with the duty in Section 17(5) of the Charities Act 2011, to have due regard to public benefit guidance issued by the Charity Commissioner. The objectives of the Society benefit every horse and rider and the public at large.

The Society contributes to the safety and growth of the equestrian industry by encouraging people of all ages and from all sections of society to participate in equestrian activities, by promoting a range of horse-related activities, by working to maximise the opportunities for people to ride in safe environments, and by supporting those people and businesses who provide equestrian facilities.

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TRUSTEES' REPORT (continued)

Investment Policy

The trustees reviewed the Investment Policy during the year and the key components of the policy are as follows:

- The overall objective is to maintain and grow the purchasing power of the portfolio assets with reference to the Reserves Policy.
- The trustees adopt a medium level of risk, with an unwillingness to tolerate permanent losses but with an understanding that target returns may lead to a degree of volatility and short-term fluctuations in value.
- The majority of investments should be readily realisable, liquid and traded on recognised exchanges.
- The assets are expected to be well diversified by class and geographical spread.
- Investment managers are instructed to assess each investment as to its ethical and reputational suitability for inclusion in the Society's portfolio.

Website and Other Media Channels

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Society's website and other media channels. The trustees are mindful that legislation in the United Kingdom, particularly governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

Reserves

The management of the Society's reserves is an integral part of the trustees' overall approach to planning and risk management, and the framing of an appropriate reserves policy is essential to the ongoing delivery of the Society's charitable objectives. In determining a Reserves Policy, the following factors have been considered:

- The requirement for protection against a significant loss in income.
- The need to ensure the provision of adequate resource both human and financial in the event of the need for a period of recovery.
- The capability to respond to growth and investment opportunities when the need arises.
- The need to sustain an appropriate level of professional staff.

Reserves Policy

Ultimately, the trustees wish to maintain freely available reserves at a level that enables the charity to withstand a significant loss in revenue. The trustees have identified that the exposure from such a significant loss would be within an operating range of £5.0 million to £6.5 million. The trustees require that cash or assets easily convertible to cash are maintained at that operating range.

The trustees have also identified that the level of non-refundable income deferred into future periods is sufficient to sustain 6 months' worth of staff resource.

In addition, the trustees seek to earmark funds generated in year for programmes and projects to:

- meet an immediate charitable need arising from external economic factors
- assist forward planning of charitable initiatives
- increase the charity's capability to deliver its objectives through improved infrastructure

The level of unrestricted, undesignated consolidated reserves at 31 December 2023 is £5,905,000 (2022: £5,628,000) which is within the acceptable range identified by the trustees.

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STRATEGIC REPORT

The Society makes an impact in each of its areas of work and across each of its territories. The Strategic Report outlines that impact, by department, by activity, and identifies the beneficiary or stakeholder group where possible.

Access

The Society continues to raise the profile of equestrian access across the country, with our UK-wide team of Access Field Officers responding to over 400 consultations in 2023, all involving the provision of increased equestrian access.

We have collaborated with other user organisations to produce the Outdoors for All manifesto. There are three main tenets to the document: More People, More Active, More Often; Nature-Rich Spaces that Everyone, Everywhere, Can Access; A Commitment to Respect, Protect and Enjoy Our Special Spaces.

During 2023 our Project 2026 registered its landmark 3000th definitive map modification order application. This was submitted by our Regional Access and Bridleways Officer for Yorkshire seeking to upgrade 1.91km of footpath to bridleway status. In all, 491 applications were submitted in 2023 saving approximately 500km of equestrian routes from extinguishment in 2031.

We still aim to lobby for the 2031 cut-off date for the recognition of routes and rights of way on the definitive map to be repealed. The Society considers that there should be many more classes of routes that should be recognised and submitted a list of 16 classes of routes that should be excepted from the cut-off date to the Secretary of State. In addition, we have made representations to the Prime Minister, Kim Leadbeater MP and Chair of the APPG and the APPG for the Horse in respect of equestrian access issues.

2023 saw the first full programme of in-person Restoring the Record training courses delivered by access volunteers, Sarah Bucks and Phil Wadey, since before the pandemic in 2019. Well attended and well received sessions were held in London, Cambridge, Birmingham and Nottingham.

The Society's Ride Out and Rideathon campaign raised £31,000 for the Society's Ride Out Fund which enabled 10 access schemes to come to fruition in 2023 as part of our wider Paths for Communities initiative.

With many local authorities refusing to commit funds to the improvement of the public rights of way network the Society has found it necessary to have to resort to legal action to ensure that equestrian rights of way are kept open for equestrians to use. Our Access Fighting Fund is tactically utilised to ensure that obstructions are removed, or undertakings are made to remove obstructions, from many equestrian routes and recent successes include routes in Surrey, Somerset and Yorkshire.

Again, using the Fighting Fund, the Society issued judicial review proceedings against Cornwall Council following its refusal to register the Society's definitive map modification order applications - and we were ultimately successful in achieving registrations.

Our team of over 300 volunteer Access and Bridleways Officers continue to resolve local equestrian access issues for the 1.8 million people who ride UK-wide. The vast majority of our volunteers were able to attend specially provided training or one of our conferences in England and Scotland.

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STRATEGIC REPORT (continued)

Our conference in England was a combined virtual access and safety conference with our best ever attendance. Our conference in Scotland celebrated the 20th anniversary of the Land Reform (Scotland) Act 2003, which gave equestrians an equal right of responsible access to the outdoors in Scotland, alongside walkers, cyclists and non-motorised users.

Through the Society's continued membership of the Scottish Outdoor Recreation Alliance (SORA) this year we collaborated Nature Scotland, Police Scotland, Cairngorms National Park Authority, Loch Lomond and the Trossachs National Park Authority, Forestry and Land Scotland and Scottish Forestry to advocate for multi-use access. This partnership working gives rise to all manner of positive impacts – one example of which is Scottish Forestry issuing guidance to their staff emphasising that it is a condition of all grants issued by them that woodland managers must allow the public to exercise their right of responsible access to woodlands and forests.

In Wales, the Society played an instrumental role in bringing the Great Glamorgan Way, a magnificent network of linked horse and cycle trails, to fruition. We also supported the historical trekking class, which was under threat of closure, at the Royal Welsh Show and this gave the Society the perfect opportunity to promote its access and safety work. The Society continued to lobby the Senedd concerning active travel to try to ensure that equestrians are not adversely affected by active travel routes.

In Northern Ireland, the Society continues to feed into the development of the Future of Green Spaces in Northern Ireland 2030 Vision and Action Plan.

Education

Education Development

In 2023 we started an extensive review of our syllabuses to ensure our qualifications were continuing to meet the needs of the equine industry. The review has identified the need for an additional route and there will now be four options: General, Dressage, Eventing and Showjumping. We have also engaged with Skills Development Scotland to agree a route to review the Scottish Apprenticeship. These numbers are currently very low and we are working to develop a revised apprenticeship which will suit the needs of the industry and individuals alike.

In 2023 we completed our review of Education Policies. Always uppermost in our minds are the interests and wellbeing of the learner. We work independently, but very much in liaison with BHSQ to ensure our activities are relevant, appropriate, compliant with legislation and well delivered across all of our regions. As a result of this review the following policies involved the most significant changes;

- Malpractice and Maladministration
- Conflict of Interest
- Internal Quality Assurance
- Safeguarding
- Accidents at Assessments
- Inclusive Language

Education Operations

The Operations Team have seen steady growth in the number of BHS Qualifications being taken. This is best measured in the number of educational units which have increased by 4% from 5078 units in 2022 to 5267 in 2023. This represents a continued improvement since the devastating effect of the

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STRATEGIC REPORT (continued)

pandemic. One of the major improvements to our customer focus is the development of an online facility which enables candidates to book onto assessments at any time.

Career Transition Fund

The Labour Market Assessment we carried out in 2022 very much framed and informed the creation of our Career Transition Fund which aims to facilitate and support people entering and progressing through the equine industry. It has continued the essential support for candidates towards their training and assessment fees to encourage more people to gain those qualifications needed by employers.

In 2023 we refined our processes and with dedicated resource we increased the number of partner colleges offering equine education from 21 to 29. This has boosted the number of students within the scheme and the number of personal vouchers issued has increased year on year by in excess of 10% to 443. The focus has continued to be on Stages 2 and 3:

- Stage 2 Care, Lunge, Ride: 246
- Stage 2 Coaching: 65
- Stage 3 Care, Lunge, Ride: 100
- Stage 3 Coaching: 32

We also piloted a scheme to provide support for coaches in our Approved Centres with 22 vouchers given at Stages 2 and 3 towards assessment fees. This will continue in 2024.

The Career Transition Fund has also been utilised to support Insight and Training Days. We have run 7 career conferences at colleges throughout the UK. This has given students a first-hand experience of the importance of BHS qualifications and what they can expect to experience at assessments. An impressive 936 students have attended these days, and this has helped to increase the engagement and participation in the BHS Career Pathway.

One of the key areas of focus moving forward is the need to see greater uptake in our coaching qualifications. It is a constant challenge for Riding Schools to recruit coaches in sufficient numbers to meet demand. We have run three pilot taster days for 70 people to promote a career as an equine coach. These have been very well received and we are creating the appropriate pathway working towards a pilot in 2024.

We aim to promote the development of individuals throughout their career and have run 13 Stage 4 training days with 320 attendees and 3 BHSI days with 61 attendees. We have also piloted theory training for level 3, we will look to expand this provision in 2024 as the demand has been so great.

BHS Education and Qualifications have benefited from the hard work of its teams and well and truly weathered the COVID storm. The last 18 months has seen encouraging progress and we have been able to guide resources towards trying to solve the bigger industry issues.

Fundraising and Associated Initiatives

In 2023 we continued to grow the contribution from charitable trusts, granting bodies, individual donors and legacies. The note to the financial statements, by necessity, can only outline the more significant contributions made - but it certainly demonstrates growth in this area year on year.

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STRATEGIC REPORT (continued)

An immensely popular feature of our fundraising calendar are our charity race days. Despite uncertainties regarding the weather, we again staged charity races at Newbury and Wetherby in November. The real heroes of these days are our amateur jockeys who dedicate themselves to training and preparing for the race itself, together with vital support from family, friends, owners and trainers. In 2023 the race days raised £65,000 with the majority of that coming from the jockeys' own supporters.

To further promote support of our charitable activities we were delighted to be a charity partner at the Blenheim Palace International Horse Trials in 2023. Though it is beneficial to be associated with these major events, much of our fundraising is attached to specific projects contained within our restricted funds.

The Changing Lives Through Horses Programme relies on external and specific support and during 2023 continued its collaboration with the University of Buckingham regarding research into the long-term benefits of horse and human interaction. We continue to jointly fund the Equine Grass Sickness research project being conducted by the Moredun Foundation based in Midlothian and are proud of our support of their pioneering efforts to alleviate the effects of this devastating disease.

The British Horse Society is registered with the Fundraising Regulator. We monitor our fundraising activities to ensure we follow the Code of Fundraising Practice and Fundraising Promise. We are pleased to report that we received no complaints in 2023 regarding our fundraising activities.

Horse Care and Welfare

All manner of enquiries from members, horse owners and supporters continue to keep our highly qualified and knowledgeable Horse Care and Welfare Helpline Coordinators busy. In 2023 they responded to over 12,600 enquiries, an increase of 22% over 2022, providing advice and support on a wide range of care and welfare topics.

The Horse Care and Welfare team plus our volunteer network of over 170 Horse Care and Welfare Advisers provided UK-wide coverage and in 2023 handled 935 new welfare concerns involving over 2,300 horses. We continued to collaborate and coordinate effectively with our fellow national equine welfare charities (World Horse Welfare, Redwings, Blue Cross, Bransby, The Donkey Sanctuary and the RSPCA) on a variety of projects to support successful outcomes for many welfare concerns, including two successful multi-agency lifts. We will continue to build on these strong working relationships with our fellow equine welfare charities, uniting to support more welfare concerns across a wider geographical area.

We have been able to provide a significant amount of training for our volunteer Horse Care and Welfare Advisers throughout 2023 with 26 sessions on a range of topics including GDPR, the Strangles Awareness Week campaign, the Dental Awareness Week campaign, Welfare Campaigns update, and Dealing with Welfare Concerns. The total attendees at these sessions were 198. As a result, we have increased our number of fully trained volunteers to 172 this year an increase of 11% on 155 in 2022.

This year 78 owners have been supported through our Friends at the End (FATE) scheme which is the BHS initiative created to ensure that no horse owner must face the loss of their equine companion alone. A new training platform has been developed and launched to enable more people to deliver the FATE scheme, with 20 new FATE volunteers trained during 2023. We also continue to provide fellow national equine welfare charities with FATE training.

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STRATEGIC REPORT (continued)

We have held 109 proactive events and activities through our Horse Health Days and Stable Mate Days, supporting, advising, and educating 1915 owners and involving 2,093 horses, right across the UK including relatively new audiences in the Channel Islands, Isle of Man and Northern Ireland. We have taken the weighbridge to livery yards, riding schools, Ride Out UK Events, colleges, British Riding Club Championships, and organised multi agency link days. Throughout the year there has been a focus on holding horse health day visits to monitor and record general health and fitness.

As an Identification Only Passport Issuing Organisation (PIO) our passport team have been available to answer any queries relating to horse passports and current passport legislation within the UK alongside processing new passports and producing change of ownership requests, this year saw 2,101 passports successfully processed through the BHS PIO function. We have also collaborated with the Blue Cross through the 'Direct Home Scheme' to provide free passports to those most in need which is part of a wider initiative of fellow national equine welfare charities who are also providing other services free of charge including transport costs and rehoming arrangements.

Our presence across social media platforms continues to allow us to engage successfully with horse owners and the public particularly through our targeted campaigns. Our 'Strangles Awareness Week' campaign drew the highest engagement figures through our social media platforms during the month of May with an increased reach of 264% and increased engagement of 191% comparative to 2022, an Interview with FEI Senior Vet Advisor Caterina Termine hosted on the BHS stand at Badminton Horse Trials gained over 38,000 views online and engaged 273 horse owners at the Badminton Horse Trials.

The 'Moment of Tooth' webinar created the highest attended BHS online event with over 300 participants whilst the three February Foot Focus webinars held in partnership with BHS Scotland and the British Farriers and Blacksmiths Association received an attendance figure of 2,200. We received 201 pieces of media coverage to include Countryfile, Horse & Hound, and the Telegraph. Our first 'BHS Conversations' has been produced starting a new stream of online content for equestrians.

This spring we supported the launch of the new pan-industry group CANTER, formed to tackle the increasing threat that wormer resistance poses to horse health and the equine industry. Termed CANTER to communicate the urgency of its crusade, controlling antiparasitic resistance in equines responsibly brings together voluntary representation from the widest reaches of the sector. These include leading experts in the field across prescribers, diagnostic providers, pharmaceutical companies, trade organisations, technical experts, horse owners, charities, and policy makers. We have also spread further awareness on our 'Think Before You Worm' campaign, delivering an educational presentation at 4 Approved centre conferences to 77 attendees.

We continue to work together with the BHS Scotland team in reviewing the reasons into the lack of suitably qualified farriers available to horse owners and veterinary surgeons to service more remote regions.

The 'Dental Awareness Week' campaign was a key highlight of 2023 with 470 people engaged at the 'Your Horse Live' event; through press and social content, reached 609,552 people across 6 countries, UK, USA, Australia, Greece, Belgium and Sweden, the campaign was supported by 112 equine vets and dental technicians, the Dental Awareness pack had 590 downloads and our webpage was the eighth most visited page during the week. The webinar is now on the BHS YouTube channel with viewing figures set to increase.

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STRATEGIC REPORT (continued)

Our partnership with the Society of Master Saddlers has been further established this year with multiple new pieces of content produced for the website. This work has helped to develop the strong educational message of prioritising horse welfare when considering the use of tack and equipment. We continue to support the BHS work in relation to Social License to Operate with a variety of project meetings taking place internally and effective collaboration with wider equestrian organisations taking place externally, we also continue to collaborate in partnership with the National Equine Welfare Council (NEWC) on the Impact of the Cost-of-Living survey report.

Our impact through all our education and awareness work remains extremely strong and is well evidenced by the very positive engagement statistics across social media platforms. We continue to update our website content regularly with researched scientific evidence-based information and have added topics to include 'Feeding Planning' updated advice on 'Ragwort', 'Teeth, and Equine Dentistry', 'Strangles' to reflect further research with the latest recommendations around the strangles incubation period, and in total 14 new horse care and welfare website advisory webpages have been created along with 140 pieces of educational resources.

We have recently joined the 'Suitably Mounted Group' committee run by Dr Tamzin Furtado and Amanda Stoddart West a working group that aims to help tackle the issue of incompatible horse-rider combinations, across the equine industry and we are currently developing a new training programme in relation to 'Body Condition Scoring' that we will be delivering to external 'Volunteer Show Stewards' an initiative that is being welcomed across the equestrian sector.

Membership

Despite the challenges to individuals' disposable income and the comparatively gloomy economic outlook throughout most of 2023 we successfully grew our membership. We started the year with 118,687 members and ended the year with 122,223, an encouraging net growth of 3,536 members equating to a 3% increase.

We continue to strive for a high value proposition within our membership offer, reviewing and benchmarking our range of benefits available to members. As our membership attracts gift aid, we encourage every UK tax paying member to sign up for gift aid both when a member joins and by subsequent direct contact. In 2023 our recovery rate against fees was consistent with previous years at 16%.

Participation

British Riding Clubs

2023 was a year full of change for British Riding Clubs (BRC). We ended the year with 351 Clubs and 26,665 members. The main focus was on running a successful project looking at our processes and introducing a new online membership platform for clubs and members.

We also transitioned to a new live scoring and results system. This change is transformative for BRC and brings us to a place where we can move forwards with confidence that we have a robust and fit for purpose system behind us. Members now have a standard joining journey and can manage their own details and preferences. Clubs can also manage their own details, pay invoices, and view their championship qualifications online.

The Christmas Cracker virtual dressage competition once again proved to be a huge success with increase in participation of BHS Approved Centres, and the addition of a BHS members section.

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STRATEGIC REPORT (continued)

The Official Stewards weekend was revamped in 2023 to include online learning for the first time. Stewards were required to complete a number of sessions prior to attending the course and an assessment after the day. We were delighted with our winter online training series in 2023, it was the largest number of sessions we have run in any given year. We covered a wide variety of topics, to suit all interests and made sure to collaborate with our colleagues in other BHS departments. All our National Championships were a great success., with the Dressage to Music seeing the largest number of entries at the Championships since its inception.

We continued our many positive commercial relationships with our sponsors and thank them for their continued support.

Changing Lives Through Horses

Changing Lives Through Horses (CLTH), our equine facilitated personal development programme, continued to thrive and grow in 2023 supporting 1,000 children and young people within the year, an increase of 63% on 2022. Interest from BHS Approved Centres to train and deliver the programme remained strong in 2023 with 33 centres completing their training, bringing the total number of centres able to deliver CLTH to 103 (an increase of 47%). This not only allows centres to work inclusively within their community with a diverse range of young people on alternative provision pathways but is also enables businesses to diversify and find new streams of income in what remains a difficult business climate.

In November 2023 we were delighted to welcome an additional programme manager to the team, allowing us to maintain and sustain the high quality of support we offer to CLTH centres, and plan strategically for the year ahead – plans which include developing further quality assurance and evaluative methods, forging new pathways for long term participants that may support them to enter our equestrian workforce and supporting centres and coaches to offer our accredited Personal Development Qualification – the first of its kind in equine facilitated learning programmes.

CLTH highlights for 2023 included:

- Our first in-person CLTH Coach Conference since 2019 attended by 43 coaches hosted by The Cavalier Centre. Coaches accessed both practical and theoretical training including horse welfare in equine assisted services and working with neurodiverse learners. The day provided lots of discussion, positivity and gave our coaches insightful information into how they can best help their CLTH participants thrive. We received fantastic feedback on the programme and our coaches left saying they felt inspired.
- Working with the fundraising team to secure programme funding from new charitable trusts and organisations looking to support the CLTH programme.
- Further collaborations with Lead Up International who ran two 2-day workshops at RAC Saddleclub Bovington and at The Cavalier Centre.
- Our first Personal Development Qualification submissions from centres and 11 participants being awarded their certification from Marros, Country Treks and Grove House Stables.
- In June, hearing our guest CLTH speakers at a programme showcase event kindly hosted by The Worshipful Company of Saddlers, including 9 year old James who, with his father, told a room full of guests how much of a difference to his life CLTH had made, supporting him to access school and learning far more successfully with his new found personal and social skills.

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STRATEGIC REPORT (continued)

Approved Centres

2023 saw equestrian businesses facing yet another challenging year, with many Centres struggling to recruit qualified staff as well as facing continuing pressures from increasing costs of living. Despite this, we are delighted to report a 150% increase in new Centres joining the Approval Scheme compared to 2022.

Feedback from the Bi-Annual Approved Centre Survey showed that Centres' main reason for joining the scheme was because they felt it provided the mark of quality assurance of a well-run Centre. The survey also showed that a visit from the Centres regional Business Support Manager was the benefit of most importance. 98.7% gave a positive reason as to why they would recommend becoming approved to another Centre. Here are a sample of answers given:

"The support to the business in difficult times is second to none. The prestige that comes with being BHS approved is recognised by many. And its super high importance that proprietors have a shoulder to reach out to when it is needed."

"The support received and the number of courses we can offer for a diverse range of customers. There really is something for everyone."

"Support from BHS has been exceptional, certainly in the previous years over Covid as well as general day to day communication and advise, they are always there to assist."

"The BHS provide reassurance and I can contact them if I require any assistance or advice on certain topics."

With the aim to increase engagement, inclusivity and to build and broaden our Approved Centres scheme community, 2023 also saw the creation and release of three new Approved Centre Membership streams.

- **Pony Party Providers** - an exciting new initiative designed to support businesses who provide that all important first contact with ponies, through various occasions, celebrations and activities.
- **Equine Activity Centre** - designed for Centres who offer non ridden equine activities with the potential to incorporate the non-ridden CLTH criteria.
- **Level 1 Criteria** - aimed at Centres who would like to join the Approval Centre Scheme, however, currently do not meet our pre-requisite requirement for minimum BHS coaching qualifications criteria. This criteria allows Centres to use a CV route, with the potential to RPEL onto further BHS qualifications.

Other highlights from 2023 included:

- Proprietor Conferences were held in 7 locations throughout the UK in September and October 2023. This is notable as it is the first time we have been able to hold these events since 2019. The success of the 7 mini conferences geographically spread throughout the UK saw 184 attendees joining in person with a variety of discussion topics and guest speakers, as well as providing valuable face to face networking opportunities.
- We supported 16 participants from Level 1 Centres to take the Coaching4All qualification, thus qualifying them to deliver the Changing Lives Through Horses Programme.

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STRATEGIC REPORT (continued)

- We formed a partnership with the City of London as a Primary Authority, with the aim to gain insight and further understanding into current legislation and forthcoming reviews post implementation of the recent licensing changes that may affect equestrian businesses in the future.
- We successfully delivered 11 StableMates days with over 180 attendees and our hugely successful Coffee Mornings continued with 2 online sessions a month running, and just over 1,000 attendees joining to discuss a variety of topics, not only from our experienced team but also from industry professionals.
- The successful collaboration with the RSPCA and their rehoming scheme continues, and we are enjoying hearing the wonderful success stories of horses and ponies who are settling into their new lives at Approved Centres.

Regions and Nations

Our Regional and National managers, working closely with Local Committees, held 574 Education, Fundraising, Safety and Participation events across the UK, engaging over 15,000 members and supporters. This represents a 46% increase compared with 2022. The Regional team created a full programme of virtual, in-person and hybrid events.

The 32 Ride Out UK pleasure rides were a highlight, raising significant funds as well as promoting Participation and Access. Camps, clinics, talks and continual professional development events continue to be well-received. In all, our national, regional and county committees generated £250,000, an impressive increase of 16% year on year – with every penny either being invested back into local events, devoted to delivering our charitable activities or remitted to headquarters to support national campaigns and initiatives.

The Regional and National Managers represented the BHS at 34 career-focussed events, promoting the Career Transition Fund and engaging at careers fairs with a Higher and Further Education audience encourage uptake of our education offer.

Our National Managers in Scotland, Ireland and Wales worked closely with devolved governments to represent the interests of horse riders and owners on issues such as Access, licencing of equestrian businesses and Equine ID.

Safety

The Safety Team has been determined to build on the partnerships that have been fostered over recent years, working with key stakeholders in all their departmental strands. The Dead Slow campaign once again occupied most of our time and resources, but we had continuing significant impact in many areas. This vitally important campaign for equestrians is aimed at improving the safety of horses, riders, and carriage drivers on our roads. It educates drivers in how to pass horses safely, but also gives safety advice and information to riders. It has three strands, Safer Drivers, Safer Riders and Safer Horses.

Following on from the final publication of the review of the Highway Code for vulnerable road users in 2022, we have been working with local authorities, the police, road safety partnerships and driving instructors to increase awareness amongst drivers of the changes. Unfortunately, the changes specific for equestrians are not widely known. The Safety Team have been attending many motoring and town centre events to increase the awareness of these significant changes. We have received support from Project Edward (Every Day Without A Road Death), Road Safety GB and police forces across the UK.

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STRATEGIC REPORT (continued)

The Horse Incident Reporting System and the Horse-i App have been a vital part of the data that we supply to road safety partnerships and local authorities, highlighting hot spots for local action together with the Safety Team. This information obtained from local riders cannot be underestimated.

Following another grant from the Road Safety Trust, we are working with Nottingham Trent University to produce a mindfulness film for drivers. This film will give techniques to reduce stress and enable the safe passing of horses when drivers are unsure of how to pass safely. We are looking forward to the finished project which will be another resource available to road safety partners.

The Safety Team has continued its involvement with Road Safety Partnerships, Road Safety GB, the Police, Fire and Rescue Services and Driving Instructors. We have been part of many Road Safety Webinars and been asked to speak and present to road safety professionals, particularly the 2023 Road Safety GB Conference.

A vital element of our partnership approach has been to work with local authorities to place Dead Slow signs at locations where there have been a number of near misses, as reported to the BHS on our Horse Incident website. These signs have been well received by riders and have had a positive impact to the safety of equestrians.

We have held Road and Rider Awareness events, and training for commercial driving companies, on the Dead Slow campaign. These events are held to inform drivers, riders and other vulnerable road users of responsibilities and advice on how to stay safe on the roads when passing horses.

We have continued the 'Henry the Horse' initiative. This interactive project is to inform 9- and 10-year-old children how to walk or cycle safely past horses. It also gives the Dead Slow messages to parents. This initiative has been evaluated by ROSPA and has had superb reviews from parents, head-teachers and school children.

The Safety Team has been instrumental in significant forums, the APPG for Towing, Highways England Towing Group, PACTS (Parliamentary Advisory Council for Transport Safety) and the ROSPA Road Safety Committee. The BHS are an important voice in this community.

The BHS has also been consulted by the Governmental Office of Product Safety and Standards regarding firework safety and equestrians. There was a parliamentary event in November where the BHS were a major partner in lobbying MPs to review firework legislation.

Our Volunteers

Our volunteer community remains strong and continued to increase in 2023 and has now reached 1,500 in number, an increase of 100 new volunteers. Volunteers are essential to the delivery of all our work across Access, Welfare, Safety, Education and Participation and all our teams thank them for their invaluable contribution. During 2023 we focused on developing our transformational Volunteer Strategy through researching best practice and a wide consultation exercise encompassing all stakeholder groups, but especially our volunteers themselves. In December, the Board of Trustees approved the strategy and our vision for volunteering. Our aim is that:

"We are recognised for making our volunteers feel valued as an integral part of our diverse team. Their contribution to delivering our charitable objectives is celebrated and rewarded."

THE BRITISH HORSE SOCIETY
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STRATEGIC REPORT (continued)

A key element of the strategy is to test new ways of working to modernise our volunteer offer, thereby increasing our relevance, and attracting a new and more diverse group of people. Delivery of the strategy began in January 2024.

We are very grateful for our volunteers' support and were able to thank many of them in person. In addition to our annual awards ceremony at Newbury we presented 82 awards at a number of regional shows, making them accessible to those unable to travel to the dedicated event held in Newbury. This was very well received.

We have continued to prioritise the introduction of volunteer email addresses in order to meet GDPR requirements. Use of the volunteer email system became mandatory for new volunteers in 2023. This has involved significant collaboration between the Technology and Volunteer Support Teams. Our introduction of a risk assessed prioritisation approach has made a significant impact, following an initially slow adoption. Work will continue throughout 2024 to support subsequent groups.

Operations and Infrastructure

During 2023, the focus for Marketing and Communications has been the establishment of a new team structure, ways of working, and performance. This focus has seen a marked improvement in staff survey scores, as well as marketing performance, particularly in membership with 3% growth versus a target of 1%.

Projects have been the other priority areas for 2023, with designated funds being used to support the revenue programme, including audience insight and brand proposition development. The audience insight work is complete and is now feeding into the brand project, as well as being used to inform our future organisational strategy.

The 'Driving Force Project' was completed in 2023 with the delivery of two new bespoke Show Vehicle Units which have already attended a number of events delivering brand awareness and highlighting all the work of the BHS, including Hickstead, Blenheim Palace Horse trials, Bramham, BHS Coaches Convention, Checkendon Proprietors Conference and a number of horse health days and clinics, it is anticipated that the number of events attended will increase in 2024.

The Society's digital transformation has made steady progress in 2023. Most importantly, we selected a supplier partner for our Dynamics 365 environment which will form the backbone of what we wish to achieve and provide the tools to help us achieve our strategic objectives. We also delivered a suite of integrated systems to improve the efficiency of British Riding Clubs activities and enhance the experience for clubs and members. Additionally, we engaged a solution provider for our HR department and completed discovery and preparation to enable its initial launch and subsequent implementation in early 2024.

A further designation was made by the Board to support the next stages of the digital transformation, notably the delivery phases for our Dynamics 365 environment and the provision of secure audience-focused tools integrated into our website.

Risk

In order to fulfil their responsibility to identify and manage the risks that the Society faces, the Trustees require a risk register to be maintained. The risks documented therein are reviewed at an enterprise risk level by the Finance Committee and Audit Committee as part of their programme of work.

THE BRITISH HORSE SOCIETY
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STRATEGIC REPORT (continued)

The register is updated and revised at least six-monthly, and where appropriate, the trustees, a specific director, or group of directors is assigned to each risk. The register is made available for inspection to the Society's auditors. During 2023 the Trustees recognised the following principal risks:

- A significant decline in income due to either internal or external economic factors
- A major outbreak of an equine disease which may adversely affect members' ability to remain in membership or influence their choice to remain in membership.
- Reductions in membership if membership services and benefits are not maintained, or their perceived value is diminished.

Financial Report for the Year

The trustees are pleased to present a surplus on unrestricted funds of £760,000, which enabled the trustees to designate net funds of £665,000 in year in support of future initiatives to encourage participation, engagement, career progression in the equine industry and to enhance the Society's infrastructure, thus increasing our capability to deliver charitable impact and member services.

Investment gains, though unrealised, totalled £182,000, and adjusting for this movement in funds our unrestricted, undesignated reserves total £5,905,000 at 31 December 2023, and this is in keeping with the Society's reserves policy.

In 2023 the Group returned to a more normal pattern of activity and total income increased by 5.9% from £15,202,000 to £16,106,000 with membership revenue, gift aid and education activities being the main contributors to that increase. There was an increase in total expenditure of from £14,262,000 to £16,209,000. A significant proportion of that increase is due to increased activity within designated funds. Total expenditure is analysed and presented in detail in note 7 to the financial statements. Staff costs and numbers are outlined in detail in Note 8 to the financial statements.

Expenditure on designated funds of £939,000 represents planned investment in the Society's charitable objectives and infrastructure and is presented in detail in note 16 to the financial statements.

During the year the Society received revenue for specific purposes of £554,000 and made associated expenditure of £478,000. These amounts are accounted for within Restricted Funds and are presented in detail in Note 15 to the financial statements.

Despite turbulence due to world events and pressures within the UK economy, investment performance for the Society's managed fund exceeded appropriate benchmarks and outperformed market indices. The result is an unrealised gain on investments of £182,000. Investments are reported more fully in Note 11 to the Financial Statements.

Future Plans

Our most recently published Strategic Plan was for the period 2019 to 2024. Although the social and economic upheaval experienced as a result of the global pandemic meant we had to significantly flex and reassess many elements of that Strategic Plan, the fundamental principles and strategic priorities have remained the same:

THE BRITISH HORSE SOCIETY
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STRATEGIC REPORT (continued)

- **Learning;** to increase the number of people taking equine qualifications.
- **Riding;** to encourage participation in riding and to increase access to riding routes for all.
- **Caring;** to educate the public on interacting with horses, and their care and management.

And it is anticipated that as we plan and finalise our new Strategic Plan that much of those fundamental strands which align so closely with our charitable objectives will continue to flow through into the next period, 2025 to 2027. Alongside this we will continue to invest in impact and infrastructure to ensure improved engagement and effectiveness.

The Trustees' Report, Strategic Report and the Financial Statements we approved by the Board of Trustees on 11 July 2024.

A handwritten signature in black ink that reads "Sally McCarthy". The signature is written in a cursive, flowing style.

Sally McCarthy
Chair of Trustees

THE BRITISH HORSE SOCIETY
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For the year ended 31 December 2023
PATRONS, OFFICERS AND DIRECTORS

PATRON:	His Majesty King Charles III
VICE-PATRON:	Her Royal Highness the Princess Royal
PRESIDENT:	Martin Clunes OBE
TRUSTEES:	
Chair:	Sally McCarthy
Vice-Chair:	Karen Silcock
Other Elected Trustees:	Gillian Clark (elected June 2023) Nicola Greenwood Samantha Gregory (elected July 2024) Sandra Harris (re-elected June 2023) Kerryn Haynes (term of office expired July 2024) Ken Law (term of office expired June 2023) Tim Lord Gillian Longhurst Sarah Simpson
Co-opted Trustees:	Professor Tim Morris Rt. Hon. Dame Caroline Spelman DBE PC Beverley Simms (all co-opted trustees re-appointed July 2024)
SENIOR MANAGEMENT TEAM:	
Chief Executive	James Hick
Chief Operating Officer	Sarah Phillips
Director of Access	Mark Weston
Director of Development	Emma Stone
Director of Education	Tracy Casstles
Director of Finance	Duncan Snook
Director of Horse Care and Welfare	Gemma Stanford Alycia Pritchard (maternity cover until April 2024)
Director of Marketing and Communications	Rebecca Cogswell (to May 2024)
Director of Membership	Emma Day
Director of Participation	Laura Sanger
Director of Programme	Georgina Walters (to April 2024)
Director of Safety	Alan Hiscox
Director of Technology	Nikki Greenway
COMPANY SECRETARY:	Duncan Snook

THE BRITISH HORSE SOCIETY
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ADMINISTRATIVE DETAILS, ADVISERS AND COMPANY INFORMATION

Registered Office and Principal Address

The British Horse Society, Abbey Park, Stareton, Kenilworth, Warwickshire CV8 2XZ

Legal and Charitable Status

The Society was incorporated on 5th November 1947 as a company limited by guarantee and is governed by its Articles of Association. The company number is 444742. The Society's charity registration numbers are 210504 in England and Wales, and SCO38516 in Scotland.

Subsidiaries

The British Horse Society (Trading Company) Limited was incorporated on 11 September 1991 as a wholly owned subsidiary of the Society. The company's registration number is 2644832.

The British Horse Society Qualifications Limited (formerly Equestrian Qualifications GB Limited) was incorporated on 18 January 2006 as a wholly owned subsidiary of the Society. The company's registration number is 5679140.

The results of the two subsidiaries above have been consolidated within the accounts of the Society.

Auditors

RSM UK Audit LLP
103 Colmore Row, Birmingham B3 3AG

Bankers

Lloyds Bank plc
125 Colmore Row, Birmingham B3 3SF

Taxation Advisers

RSM UK Tax and Accounting Limited
103 Colmore Row, Birmingham B3 3AG

Investment Managers

McInroy & Wood
53 Davies Street, London W1K 5JH

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Opinion

We have audited the financial statements of The British Horse Society (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise the Consolidated and Society Statements of Financial Activities, the Group and Society Balance Sheets, the Group and Society Statements of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2023; and of the group's and the parent charitable company's incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the directors' report and the strategic report, prepared for the purposes of company law and included within the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report and the strategic report, included within the trustees' annual report, have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report or the strategic report, included within the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out on page 6 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

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

Auditor's responsibilities for the audit of the financial statements

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

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006,

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, the parent charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from internal/external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to General Data Protection Regulation (GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group/parent charity is in compliance with these laws and regulations and read minutes of trustee meetings.

The audit engagement team identified the risk of management override of controls and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions, recognition date and transactions entered into outside the normal course of business, challenging judgments, estimates and timing applied to the recognition of income streams.

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

Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Oxtoby

PAUL OXTOBY (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

103 Colmore Row

Birmingham

B3 3AG

Date: 5 August 2024

RSM UK AUDIT LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

THE BRITISH HORSE SOCIETY
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
For the year ended 31 December 2023

		Unrestricted	Designated	Restricted	2023	2022
		£000	£000	£000	Total	Total
					£000	£000
Income and endowments from:						
Donations, legacies and grants	2	290	-	529	819	709
Charitable activities:						
Membership subscriptions	3	12,552	-	-	12,552	11,909
Examinations and other fees		1,221	-	10	1,231	963
Events		761	-	10	771	905
Other trading activities:						
Trading income		191	-	-	191	263
Advertising		295	-	-	295	311
Commission received		6	-	-	6	6
Other income	4	143	-	5	148	126
Investment income	5	93	-	-	93	10
Total income		15,552	-	554	16,106	15,202
Expenditure on						
Raising funds	7	646	-	17	663	725
Charitable activities	7	14,146	939	461	15,546	13,537
Total expenditure		14,792	939	478	16,209	14,262
Net income/(expenditure)		760	(939)	76	(103)	940
Net gain/(loss) on investments		182	-	-	182	(129)
		942	(939)	76	79	811
Designations and fund transfers	15,16	(665)	667	(2)	-	-
Net movement in funds		277	(272)	74	79	811
Fund balances brought forward		5,628	2,592	1,135	9,355	8,545
Fund balances carried forward		5,905	2,320	1,209	9,434	9,356

A separate statement of income and expenditure has not been prepared on the basis that there is no significant difference from the group statement of financial activities.

THE BRITISH HORSE SOCIETY
SOCIETY STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
For the year ended 31 December 2023

		Unrestricted	Designated	Restricted	2023 Total	2022 Total
		£000	£000	£000	£000	£000
Income and endowments from:						
Donations, legacies and grants	2	295	-	529	824	785
Charitable activities:						
Membership subscriptions	3	12,552	-	-	12,552	11,909
Examinations and other fees		1,221	-	10	1,231	963
Events		761	-	10	771	905
Other trading activities:						
Trading income		89	-	-	89	133
Commission received		6	-	-	6	6
Other income	4	161	-	5	166	144
Investment income	5	93	-	-	93	10
Total income		15,178	-	554	15,732	14,855
Expenditure on						
Raising funds	7	277	-	17	294	310
Charitable activities	7	14,153	939	461	15,553	13,553
Total expenditure		14,430	939	478	15,847	13,863
Net income/(expenditure)		748	(939)	76	(115)	992
Net gain/(loss) on investments		182	-	-	182	(129)
		930	(939)	76	67	863
Designations and fund transfers	15,16	(665)	667	(2)	-	-
Net movement in funds		265	(272)	74	67	863
Fund balances brought forward		5,752	2,592	1,135	9,479	8,616
Fund balances carried forward		6,017	2,320	1,209	9,546	9,479

THE BRITISH HORSE SOCIETY
BALANCE SHEETS
Company Registration Number: 00444742
At 31 December 2023

	Notes	Group		Society	
		2023 £000	2022 £000	2023 £000	2022 £000
FIXED ASSETS					
Intangible fixed assets	9	285	246	285	246
Tangible fixed assets	10	2,652	2,709	2,652	2,709
Investments	11	3,365	3,183	3,370	3,188
		6,302	6,138	6,307	6,143
CURRENT ASSETS					
Stock		65	100	4	28
Debtors	12	3,523	2,977	3,682	3,135
Term deposits		3,048	2,507	3,048	2,507
Cash at bank and in hand		2,155	2,151	2,134	2,149
		8,791	7,735	8,868	7,819
CURRENT LIABILITIES					
Creditors due within one year	13	5,353	4,243	5,323	4,209
		3,438	3,492	3,545	3,610
NET CURRENT ASSETS					
Creditors due after more than one year	13	306	274	306	274
		9,434	9,356	9,546	9,479
REPRESENTED BY					
Restricted funds	15	1,209	1,135	1,209	1,135
Designated funds	16	2,320	2,592	2,320	2,592
Other charitable funds	17	6,012	5,747	6,017	5,752
Non-charitable trading funds	17	(107)	(118)	-	-
		9,434	9,356	9,546	9,479

The financial statements were approved and authorised for issue by the Board on 11th July 2024 and signed on its behalf by:



Sally McCarthy
Chair of Trustees



Karen Silcock
Vice Chair of Trustees

THE BRITISH HORSE SOCIETY
CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended 31 December 2023

	2023		2022
	£000		£000
Cash flows from operating activities:			
Net cash provided by operating activities	761		297
Cash flows from investing activities:			
Interest from investments	93		10
Purchase of intangible fixed assets	(127)		(44)
Purchase of tangible fixed assets	(182)		(50)
Disposal of tangible fixed assets	-		75
Purchase of investments	(66)		(53)
Disposal of investments	66		53
Net cash (used in) investing activities	(216)		(9)
Change in cash and cash equivalents in the year	545		288
Cash and cash equivalents at the beginning of the year	4,658		4,370
Cash and cash equivalents at the end of the year	5,203		4,658
Reconciliation of net income to net cash flow from operating activities:			
Net income for the year	79		811
Depreciation and amortisation	327		276
Profit on disposal of tangible fixed asset	-		(24)
Investment income	(93)		(10)
Investment (gains)/losses	(183)		129
Movement in stocks	35		(6)
Movement in debtors	(546)		(850)
Movement in creditors	1,142		(29)
Net cash provided by operating activities	761		297
Analysis of changes in cash and cash equivalents			
	At 1st		At 31st
	January		December
	2023	Cash flows	2023
Cash at bank	2,507	541	3,048
Short term deposits	2,151	4	2,155
	4,658	545	5,203

THE BRITISH HORSE SOCIETY
SOCIETY STATEMENT OF CASH FLOWS
For the year ended 31 December 2023

	2023		2022
	£000		£000
Cash flows from operating activities:			
Net cash provided by operating activities	742		300
Cash flows from investing activities:			
Interest from investments	93		10
Purchase of intangible fixed assets	(127)		(44)
Purchase of tangible fixed assets	(182)		(50)
Disposal of tangible fixed assets	-		75
Purchase of investments	(66)		(53)
Disposal of investments	66		53
Net cash (used in) investing activities	(216)		(9)
Change in cash and cash equivalents in the year	526		291
Cash and cash equivalents at the beginning of the year	4,656		4,365
Cash and cash equivalents at the end of the year	5,182		4,656
Reconciliation of net income to net cash flow from operating activities:			
Net income for the year	67		863
Depreciation and amortisation	327		276
Profit on disposal of tangible fixed asset	-		(24)
Investment income	(93)		(10)
Investment (gains)/losses	(183)		129
Movement in stocks	24		(28)
Movement in debtors	(547)		(905)
Movement in creditors	1,147		(1)
Net cash provided by operating activities	742		300
Analysis of changes in cash and cash equivalents			
	At 1st		At 31st
	January		December
	2023	Cash flows	2023
Cash at bank	2,507	541	3,048
Short term deposits	2,149	(15)	2,134
	4,656	526	5,182

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

1. Accounting Policies

Basis of Accounting

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

The British Horse Society meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below:

Basis of Consolidation

The group accounts consolidate the financial statements of the Society and its trading subsidiary undertakings. Intra-group transactions are eliminated on the consolidation. Surpluses and deficits of organisations entering or leaving the group are included from the date of acquisition or up to the date of disposal.

Income

Income is stated net of VAT, where VAT is chargeable. There have been no significant changes in operations during the year. Income received for training courses, examinations and events is included in the statement of financial activities on the date on which the course, examination, or event occurs. Income received in advance, inclusive of membership income, is included within creditors. Gift aid income resulting from membership is accounted for on a receivable basis. Other income, including affiliation fees, is recognised when it is receivable.

Subscriptions

Annual subscriptions are recognised and time apportioned on a monthly basis. A proportion of life memberships are deferred. This deferral is calculated with reference to estimated remaining years to expiry.

Legacies and Donations

Credit for income arising under these headings is taken in the year in which the amount can be assessed with reasonable probability. Donations and legacies received for the general purposes of the Society are credited to 'other charitable funds'. Donations and legacies, subject to specific wishes of the donors are recognised as restricted funds.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

1. Accounting Policies (continued)

Costs of raising funds comprise the costs of commercial trading and assessment of examiners. **Expenditure on charitable activities** includes the costs of exams, events and providing membership services. **Other expenditure** represents those items not falling into any other heading. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those costs incurred directly in support of expenditure on the objectives of the charity and are allocated on the basis of headcount attributable by department.

Intangible and Tangible Fixed Assets

Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition. Tangible fixed assets are depreciated from the date of acquisition on straight line basis to write off their cost over their expected useful lives. Intangible fixed assets are capitalised in respect of project related software and development costs and are written off once commissioned over their expected useful lives. The annual rates applied to the principal items are:

Freehold buildings	25 years
Fixtures and fittings	3 – 5 years
Motor vehicles	4 years
Commercial vehicles	5 years
Computer equipment	3 years
Database and technology assets	3 years

Freehold land is not depreciated.

Operating Leases

Rentals paid under operating leases are charged in the period to which they relate.

Taxation

The Society is a Registered Charity and undertakes activities which, under present legislation, are not subject to Corporation Tax. The Society's subsidiaries undertake trading activities within the meaning of the Taxes Acts and are liable to Corporation Tax. However, the subsidiaries donate all their taxable profits to the Society and as a consequence no provision is made for the payment of Corporation Tax either current or deferred.

Defined Contribution Pension Scheme

The Society operates money purchase pension schemes which all employees may join after having served for a qualifying period. Both the Society and the employee make defined contributions to purchase the employee's individual pension. All such contributions are held in separate trust funds which are independent of the Society's finances. The pension costs charged against the Society's results represent the amount of the Society's contributions payable to the schemes in respect of the accounting period. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

1. Accounting Policies (continued)

Stocks

Stocks on hand of consumables and items for resale are stated at the lower of cost and estimated net realisable value. Net realisable value is based upon estimated selling prices less cost of disposal. Provision is made for obsolete and slow-moving items.

Investments

Current asset investments include short term deposits held at UK banks. Listed investments are included at fair value; the movement in listed investments is shown through the statement of financial activities. Investments in subsidiary companies are included at cost.

Trade Debtors

Trade and other debtors which are receivable within one year are initially recognised at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash and Bank Balances

Cash and bank balances includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition.

Trade Creditors and Liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Liabilities are recognised when either a constructive or legal obligation exists.

Funds

Other charitable funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts. Restricted funds are the funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the accounts.

Going Concern

The Trustees have reviewed the Society's position and the appropriate basis on which to prepare the financial statements. The Trustees anticipate that there may continue to be an adverse impact on the Society's income streams. However, the Trustees have assessed this impact by considering projections to the end of December 2025 which have been prepared to stress test the financial resilience of the Society. Whilst the Trustees recognise that 2024 may be a challenging year and it is possible that it will be necessary to draw on some of the Society's reserves, which have been established to provide financial resilience, they consider that it remains appropriate to prepare the financial statements on a going concern basis. The stress testing of the Society's financial position has satisfied the Trustees that it has adequate reserves and mitigation strategies available to continue to manage the affairs of the Society.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

1. Accounting Policies (continued)

Financial Instruments

The group and charity only have financial assets of a kind which qualify as basic financial instruments. These are initially recognised at transaction value and subsequently measured at their settlement value.

Critical Accounting Estimates and Areas of Judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are appropriate critical accounting estimates and assumptions made in determining the deferred proportion of life memberships.

2. Donations, Legacies and Grants

	Group		Society	
	2023 £000	2022 £000	2023 £000	2022 £000
Donations received include:				
Qualifying donations from subsidiaries	-	-	5	76
Legacies received include:				
M Baker	14	-	14	-
M Buxton	-	10	-	10
J M Byrne	64	-	64	-
K Friar	-	-	-	-
M Greaves	69	-	69	-
P Hodgson	-	46	-	46
P Hurst	-	13	-	13
M Kirton	17	39	17	39
G Pearson	-	20	-	20
G Pritchard	48	-	48	-
A Scallon	14	112	14	112
Grants received include:				
Anne Duchess of Westminster Fund	-	10	-	10
British Equestrian Federation	63	53	63	53
C S Heber-Percy Charitable Trust	30	60	30	60
Hampshire County Council	32	20	32	20
Leicestershire and Rutland Bridleways	12	-	12	-
National Lottery Community Fund	-	10	-	10
Pets at Home	30	-	30	-
Pony Tales	13	-	13	-
The Bernard Sunley Foundation	10	-	10	-
The Charities Trust	-	10	-	10
The Derbyshire Environmental Trust	69	-	69	-
The Kaye's and Labourne's Charity	20	20	20	20
The Road Safety Trust	15	41	15	41
The Sir Peter O'Sullivan Trust	15	17	15	17
The Thompson Family Trust	17	-	17	-
The Worshipful Company of Saddlers	20	29	20	29
Other donations, legacies and grants (all less than £10,000)	247	199	247	199
	819	709	824	785

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

3. Membership Income

	Group		Society	
	2023	2022	2023	2022
	£000	£000	£000	£000
During the year ended 31 December membership subscriptions after provision for deferred life membership income were:	10,841	10,194	10,841	10,194
In the same period, gift aid was claimed amounting to:	1,711	1,715	1,711	1,715
	<u>12,552</u>	<u>11,909</u>	<u>12,552</u>	<u>11,909</u>

4. Other Income

	Group		Society	
	2023	2022	2023	2022
	£000	£000	£000	£000
Other (includes consultancy, service charges and miscellaneous items)	114	92	127	105
Rental income	34	34	39	39
	<u>148</u>	<u>126</u>	<u>166</u>	<u>144</u>

5. Income from Investments

	Group		Society	
	2023	2022	2023	2022
	£000	£000	£000	£000
Interest receivable	<u>93</u>	<u>10</u>	<u>93</u>	<u>10</u>

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

6. Subsidiary Companies

The Society has two wholly owned trading subsidiaries, which are incorporated in England. The British Horse Society (Trading Company) Limited (company registration 02644832) undertakes the trading activities of the Society and The British Horse Society Qualifications Limited (company registration 5679140) undertakes accreditation of equine qualifications. Each company donates any taxable profits to the Society.

The trading results of each subsidiary are included within the consolidated accounts. Each individual entity files audited accounts with the Registrar of Companies. A summary of the results of each subsidiary is shown below:

	2023	2022
	£000	£000
The British Horse Society (Trading Company) Limited		
Turnover	386	433
Less: Cost of sales	381	427
Result for the year	5	6
Qualifying donation to parent charity	5	76
Assets	321	356
Liabilities	301	335
Net funds	20	21
The British Horse Society Qualifications Limited		
Turnover	132	119
Less: Cost of sales	119	101
Result for the year	13	18
Assets	5	3
Liabilities	132	142
Net funds	(127)	(139)

The board of trustees do not envisage any circumstances that may lead to any material uncertainties related to events or conditions that may cast significant doubt about the ability of either subsidiary to continue as a going concern.

The charity will continue to support each subsidiary for the benefit to the parent in terms of raising funds and regulatory compliance.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

7. Analysis of Total Expenditure

Group	Activities undertaken directly	Support costs	Designated funds	Restricted funds	2023
	£000	£000	£000	£000	£000
Expenditure on raising funds in 2023					
Fundraising, trading, cost of goods and other costs	497	149	-	17	663
Expenditure on charitable activities in 2023					
Membership services	4,633	1,369	226	7	6,235
Training, examinations and approvals	2,282	1,400	375	262	4,319
Safety, Access and Welfare	1,515	1,751	281	191	3,738
Events	959	237	57	1	1,254
Total charitable activities	9,389	4,757	939	461	15,546
Total expenditure	9,886	4,906	939	478	16,209

Society	Activities undertaken directly	Support costs	Designated funds	Restricted funds	2023
	£000	£000	£000	£000	£000
Expenditure on raising funds in 2023					
Fundraising, trading, cost of goods and other costs	128	149	-	17	294
Expenditure on charitable activities in 2023					
Membership services	4,633	1,369	226	7	6,235
Training, examinations and approvals	2,289	1,400	375	262	4,326
Safety, Access and Welfare	1,515	1,751	281	191	3,738
Events	959	237	57	1	1,254
Total charitable activities	9,396	4,757	939	461	15,553
Total expenditure	9,524	4,906	939	478	15,847

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

7. Analysis of total expenditure (continued)

Group	Activities undertaken directly £000	Support costs £000	Designated funds £000	Restricted funds £000	2022 £000
Expenditure on raising funds in 2022					
Fundraising, trading, cost of goods and other costs	581	144	-	-	725
Expenditure on charitable activities in 2022					
Membership services	3,882	1,358	70	6	5,316
Training, examinations and approvals	2,010	1,198	151	208	3,567
Safety, Access and Welfare	1,548	1,477	111	249	3,385
Events	972	278	18	1	1,269
Total charitable activities	8,412	4,311	350	464	13,537
Total expenditure	8,993	4,455	350	464	14,262

Society	Activities undertaken directly £000	Support costs £000	Designated funds £000	Restricted funds £000	2022 £000
Expenditure on raising funds in 2022					
Fundraising, trading, cost of goods and other costs	166	144	-	-	310
Expenditure on charitable activities in 2022					
Membership services	3,882	1,358	70	6	5,316
Training, examinations and approvals	2,026	1,198	151	208	3,583
Safety, Access and Welfare	1,548	1,477	111	249	3,385
Events	972	278	18	1	1,269
Total charitable activities	8,428	4,311	350	464	13,553
Total expenditure	8,594	4,455	350	464	13,863

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

7. Analysis of Total Expenditure (continued)

Support Cost Breakdown by Activity

Group and Society	Fundraising £000	Membership services £000	Exams, training and approvals £000	Safety, Access and Welfare £000	Events £000	Total £000
2023						
Management	22	199	203	254	34	712
Finance	10	93	95	119	16	333
Technology and infrastructure	42	385	394	493	67	1,381
Facilities	20	184	188	235	32	659
Human Resources	13	123	126	158	21	441
Marketing and communications	42	385	394	492	67	1,380
	149	1,369	1,400	1,751	237	4,906
Group and Society 2022						
Management	21	195	172	212	40	640
Finance	11	100	88	109	20	328
Technology and infrastructure	41	384	339	418	78	1,260
Facilities	20	193	171	210	40	634
Human Resources	14	135	119	147	28	443
Marketing and communications	37	351	309	381	72	1,150
	144	1,358	1,198	1,477	278	4,455

Included in total costs above are Governance Costs of £65,839 (2022: £73,176) which include Chairman, Trustee and CEO expenses of £7,720 (2022: £7,360) and Legal, professional and audit fees of £58,119 (2022: £65,816).

	Group		Society	
	2023 £000	2022 £000	2023 £000	2022 £000
Total expenditure includes:				
Auditors remuneration				
for audit work	36	32	33	29
for non-audit work	9	8	9	8
Operating leases				
for land and buildings	19	19	19	19
for plant and machinery	177	205	177	205

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

8. Trustees and Employees

No remuneration is paid to any trustee by virtue of their position on the board with the exception of the Chairman. The Chairman's remuneration was approved by the Charity Commission and a resolution of the trustees in June 2006. The trustees who held office during the year are listed in the Directors and Officers section of this report.

	2023	2022
	£	£
Group and Society		
The cost of travel and subsistence reimbursed to 7 (2022:7) trustees during the year amounted to:	5,834	4,675
Chairman's remuneration:		
T Lord	-	5,310
Trustees were paid fees for examinations and other services as follows:		
N Greenwood	-	2,200
S Simpson	6,984	4,222

Following consultation with the Charity Commission payments to trustees for other services unrelated to their duties as trustees have been included with payments for examinations and other services as wholly permitted by the Society's articles.

The total remuneration including employer's national insurance and pension contributions payable to key management personnel, which is defined as the Chief Executive and the Senior Management Team, was £1,213,953 (2022: £1,191,283).

Staff Costs

	2023	2022
	£000	£000
Group		
Salaries and wages	6,271	5,631
Social security costs	664	612
Pension costs	309	277
Other employee costs and benefits	124	141
	<u>7,368</u>	<u>6,661</u>

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

8. Trustees and Employees (continued)

The Society operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Society in an independently audited and administered fund. The pension cost charge represents the contributions payable by the Society to the fund. Other employee costs and benefits include medical benefits and engagement costs. In the year there were redundancy or termination payments to leavers totalling £36,240 (2022: £56,442).

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

	2023	2022
£130,001 to £140,000	1	1
£90,001 to £100,000	1	1
£80,001 to £90,000	3	2
£70,001 to £80,000	4	-
£60,001 to £70,000	7	6

The items used to determine the above values are the gross salary, employer's contribution for life cover, and the taxable value of benefits in kind. An amount of £78,242 (2022: £68,101) was contributed to a defined contribution pension scheme for the 16 (2022: 10) employees whose emoluments exceeded £60,000.

The average number of employees calculated on a full-time basis analysed by function was:

	2023	2022
Charitable activities	171	157
Raising funds	3	3
	<u>174</u>	<u>160</u>

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

9. Intangible Fixed Assets

Group and Society	Education Software £000	Membership Software £000	Other IT related Projects £000	Total £000
Cost				
At 31 December 2022	607	407	725	1,739
Additions	-	-	127	127
At 31 December 2023	607	407	852	1,866
Amortisation				
At 31 December 2022	607	407	479	1,493
Charge for the year	-	-	88	88
At 31 December 2023	607	407	567	1,581
Net Book Values				
As at 31 December 2023	-	-	285	285
As at 31 December 2022	-	-	246	246

All intangible fixed assets developed and owned by the Society are used or intended for use for direct charitable purposes. All categories and classifications of intangible fixed assets were reviewed in the year in order to best reflect the assets use and nature. Amortisation of intangible fixed assets is charged against charitable activities.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

10. Tangible Fixed Assets

Group and Society	Motor Vehicles £000	Freehold Property £000	Computer Equipment £000	Fixtures & Fittings £000	Total £000
Cost					
At 31 December 2022	88	4,707	1,494	394	6,683
Additions	134	-	-	48	182
At 31 December 2023	222	4,707	1,494	442	6,865
Depreciation					
At 31 December 2022	40	2,094	1,450	390	3,974
Charge for the year	24	179	26	10	239
At 31 December 2023	64	2,273	1,476	400	4,213
Net Book Values					
As at 31 December 2023	158	2,434	18	42	2,652
As at 31 December 2022	48	2,613	44	4	2,709

All fixed assets owned by the Society are used for direct charitable purposes. Included in Freehold Property is £300,000 of land which is not depreciated. The Society also owns Royal International Horse Show trophies, the values of which are not included in the fixed asset values above.

All categories and classifications of tangible fixed assets were reviewed in the year in order to best reflect the assets use and nature.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

11. Fixed Asset Investments

	Group		Society	
	2023 £000	2022 £000	2023 £000	2022 £000
Listed investments	3,365	3,183	3,365	3,183
Shares in subsidiary undertakings	-	-	5	5
	<u>3,365</u>	<u>3,183</u>	<u>3,370</u>	<u>3,188</u>

	Brought forward £000	Additions £000	Disposals £000	Gains £000	Carried forward £000
Listed investments					
Group and Society					
McInroy & Wood HG Investment	3,183	66	(66)	182	3,365
Total listed investments	<u>3,183</u>	<u>66</u>	<u>(66)</u>	<u>182</u>	<u>3,365</u>

	2023 £000	2022 £000
Listed investments at cost	2,711	2,645
Shares in subsidiary undertakings		
Society		
Shares in subsidiary undertakings as 31 December at cost	5	5

The Society owns the entire ordinary share capital of The British Horse Society (Trading Company) Limited and The British Horse Society Qualifications Limited which are both incorporated in England and Wales, are both trading subsidiaries and are disclosed in more detail in Note 6 on page 37.

In addition, the Society owns the entire share capital of the following dormant companies both incorporated in England and Wales which are held at a valuation of £nil (2022: £nil):

The College of the Horse Limited	(incorporated 1999 - company number 3750680)
Equestrian Education Limited	(incorporated 2016 – company number 10196718)

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

12. Debtors

	Group		Society	
	2023	2022	2023	2022
	£000	£000	£000	£000
Trade debtors	239	251	76	62
Amounts due from subsidiaries	-	-	404	443
VAT	21	3	21	3
Other debtors	6	4	6	4
Prepayments and accrued income	3,257	2,719	3,175	2,623
	3,523	2,977	3,682	3,135

Amounts due from subsidiaries are not expected to be settled within 12 months.

13. Creditors

	Group		Society	
	2023	2022	2023	2022
	£000	£000	£000	£000
Creditors due within one year:				
Trade creditors	2,174	1,240	2,153	1,221
Deferred income	2,852	2,716	2,852	2,716
Taxation and social security	180	158	180	158
Accrued expenditure	97	87	88	72
Other creditors	50	42	50	42
	5,353	4,243	5,323	4,209
Creditors due after more than 1 year:				
Deferred income	306	274	306	274
Of the above the following will fall due:				
in 2 to 5 years:	50	45	50	45
In over 5 years:	256	229	256	229

In accordance with the accounting policy on subscriptions, income is recognised and time apportioned on a monthly basis giving rise to a provision for deferred income. Movements on deferred income are as follows:

	Group		Society	
	2023	2022	2023	2022
	£000	£000	£000	£000
Balance at 1st January	2,990	3,033	2,990	3,033
Released from previous accounting year	(2,684)	(2,759)	(2,684)	(2,759)
Income deferred in current year	2,852	2,716	2,852	2,716
Balance at 31st December	3,158	2,990	3,158	2,990

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

14. Share Capital

The Society is a company limited by guarantee and as a result has no share capital. In the event of the Society being wound up, each person, who is a member at the time, or has ceased to be a member within one year of that date, is liable to contribute to the Society such amount as the Society may require, not exceeding two pounds sterling.

15. Restricted Funds

Group and Society	At 1st January 2023	Income	Expenditure	Transfers between reserves	At 31st December 2023
	£000	£000	£000	£000	£000
2026 Sport England	22	62	(22)	-	62
Access Fighting	31	1	(7)	-	25
Access Projects	-	11	-	-	11
Binsted Bridleway	20	102	(112)	-	10
Bodynfoel Award	11	-	-	-	11
Changing Lives Through Horses	247	166	(203)	-	210
Faith Hope and Charity	15	-	(1)	-	14
Healthcare Clinics	9	11	(20)	-	-
Helping Horses	34	2	(11)	-	25
Hurst Legacy	435	-	(10)	-	425
Paths for Communities	93	76	(35)	-	134
Responsible Breeding	20	-	-	-	20
Road Safety	23	15	(3)	-	35
Saddlers Training	10	20	-	-	30
Second Chance	72	4	(1)	-	75
Welfare	-	34	(1)	-	33
Other funds:					
All balances of £10,000 or less or less than £10,000 income	93	50	(52)	(2)	89
	1,135	554	(478)	(2)	1,209

2026 Sport England Fund is a grant aided programme to achieve the mapping and preservation of historic routes and the safeguarding of bridleways for the benefit of equestrians and the general public.

Access Fighting Fund was set up to engage in legal proceedings on behalf of all equestrians.

Access Projects Fund comprises specific access project related donations.

Binsted Bridleway Fund is a grant aided project for improvements to Binsted Bridleway in Hampshire.

Bodynfoel Award Fund finances the annual award to an individual who has done the most in the previous 12 months to forward the Society's objectives.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2023

15. Restricted Funds (continued)

Changing Lives through Horses Fund aims to improve the lives of young people who are disengaged and at risk of becoming excluded, using horses as the inspiration for change.
Faith, Hope and Charity Fund supports Faith, Hope and Charity and 'other ponies like them'
Healthcare Clinics Fund supports clinics as part of the BHS welfare programme.
Helping Horses Fund is designed to change the behaviour, through education, of people who do not look after their horses properly.
Hurst Legacy is a specific legacy for bridleway improvement in the Storrington area.
Paths for Communities Fund is for bringing equestrian routes into use.
Responsible Breeding Fund is designed to tackle overbreeding through education.
Road Safety Fund facilitates research of safety for the ridden or driven horse.
Saddlers Training Fund provides the annual grant for specific training activities held by the British Horse Society and other riding disciplines.
Second Chance Fund was established to rehome horses who have suffered an unhappy past giving them a second chance to rest, recover and rediscover a better life.
Welfare Fund comprises donations made in support of general welfare issues.

16. Designated Funds

Group and Society	At 1st January 2023	Expenditure	Transfers between reserves	Designations	At 31st December 2023
	£000	£000	£000	£000	£000
Access 2026	2	(1)	-	-	1
Access Field Officer Wales	5	(1)	-	(4)	-
Access Fighting Fund	50	(3)	-	-	47
BRC Transformation	40	(9)	-	-	31
Bursaries	106	(3)	-	-	103
Career Transition	433	(135)	-	-	298
Changing Lives Through Horses	100	(4)	-	-	96
Customer Insight	250	(188)	-	250	312
DEI Strategy	50	(25)	-	50	75
Digital Transformation	876	(468)	-	400	808
Driving Force	200	(36)	-	-	164
Forever for the Horse	70	-	2	-	72
Fundraising Development	-	-	-	55	55
Government Action	22	-	-	-	22
Hardship Fund	22	-	-	-	22
Horse Accident	5	-	-	(5)	-
International Development	83	(2)	-	(81)	-
Paths for Communities	25	-	-	-	25
Ride By Your Side	253	(64)	-	-	189
	2,592	(939)	2	665	2,320

16. Designated Funds (continued)

Access 2026 Fund facilitates the obtaining and digitising of historical map evidence, the research of historic equestrian routes and the submission of definitive map modification orders.

Access Field Officer Wales Fund supported the role in Wales for the first year of operation.

Access Fighting Fund was set up to engage in legal proceedings on behalf of all equestrians.

BRC Transformation Fund supports the review and implementation of enhancements in British Riding Clubs operations.

Bursaries Fund is earmarked for the support of education and training bursary activity.

Career Transition Fund is aimed specifically to support those who have completed their BHS Stage 1 or Stage 2 and want to progress to Stage 3 and to develop the equine industry workforce.

Changing Lives Through Horses Fund aims to improve the lives of young people who are disengaged and at risk of becoming excluded, using horses as the inspiration for change, and supports the activity of the restricted fund of the same name.

Customer Insight and Brand Development Fund supports research to develop audience insight and to review and embed brand development.

DEI Strategy Fund supports advice and content to progress and embed the Society's Diversity, Equity and Inclusion strategy.

Digital Transformation Fund is designed to finance and support the improvement of the BHS digital infrastructure to enhance engagement and communication with stakeholders.

Driving Force Fund supports the provision of two bespoke, multi-function agile vehicles for welfare, educational and promotional purposes.

Forever for the Horse Fund is to support tackling specific equine welfare, education and access issues as they arise.

Fundraising Development Fund is designed to access expertise to expand our range and depth of fundraising activity.

Government Action Fund provides for lobbying at national level.

Hardship Fund was established to support the wellbeing and welfare of horses and ponies in BHS Approved Centres during, and as a consequence of the global pandemic.

Horse Accident Fund was for the improvement of information and functionality of the Horse Accident reporting structure.

International Development Fund supported the development of centres and assessment resources overseas.

Paths for Communities Fund is for bringing equestrian routes into use.

Ride By Your Side Fund supports the promotion of the Society as a friendly, caring, supportive presence for its members and stakeholders.

Transfers between reserves

The unrestricted, designated and restricted funds are reviewed regularly by senior management and trustees. This exercise identifies where there is a relationship either within or between funds, for example where designated funds are made available to support activities already existing within restricted funds. Designated funds are subject to reclassification and review as to ongoing suitability and purpose.

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17. Other Unrestricted Funds

	Group		Society	
	2023	2022	2023	2022
	£000	£000	£000	£000
Charitable funds:				
At 31 December 2022	5,747	5,764	5,752	5,769
Net income and expenditure	930	1,201	930	1,201
Transfers to and from designated and restricted funds	(665)	(1,218)	(665)	(1,218)
At 31 December 2023	6,012	5,747	6,017	5,752
Non-charitable trading funds:				
At 31 December 2022	(118)	(66)	-	-
Result for the year	11	(52)	-	-
At 31 December 2023	(107)	(118)	-	-

18. Analysis of Group Net Assets between Funds

	Unrestricted funds	Restricted funds	Total funds
	£000	£000	£000
Fund balances at 31 December 2023 are represented by:			
Intangible fixed assets	285	-	285
Tangible fixed assets	2,652	-	2,652
Fixed asset investments	3,365	-	3,365
Term deposits and current asset investments	3,048	-	3,048
Cash at bank and in hand	946	1,209	2,155
Other current assets	3,588	-	3,588
Creditors	(5,659)	-	(5,659)
Total net assets	8,225	1,209	9,434

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19. Financial Commitments

Operating Lease Commitments

	2023	2022
	£000	£000
The total future minimum lease payments under non-cancellable operating leases are as follows:		

Group and Society

Payments within one year:

Land and buildings	19	19
Plant and machinery	152	217
	<u>171</u>	<u>236</u>

Payments within two to five years:

Land and buildings	78	78
Plant and machinery	114	261
	<u>192</u>	<u>339</u>

Payments after more than five years:

Land and buildings	<u>45</u>	<u>84</u>
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Capital Commitments

In June 2023, the Society committed to a contract to install and deliver enhancements to a Microsoft Dynamics platform, with the aim of transforming the digital and data capability of the charity. Work commenced in September 2023, with the first phase, planned for completion in the second half of 2024, including the areas of core data, communications, membership administration, marketing activity, fundraising, donations, gift aid and associated financial automation and integration. The contract is for a fixed cost of £460,000 and the sum will be capitalised on go live in 2024. The commitment at 31 December 2023 is £368,000.

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20. Related Party Transactions

Subsidiaries

The British Horse Society owns 100% of the share capital of The British Horse Society (Trading Company) Limited and The British Horse Society Qualifications Limited. The registered office of both subsidiaries is Abbey Park, Stareton, Kenilworth, Warwickshire CV8 2XZ. During the year the transactions with these companies were as follows:

	2023	2022
	£000	£000
The British Horse Society (Trading Company) Limited:		
Qualifying donation	6	76
Intercompany trade and recharges	22	43
Amounts due from subsidiary	280	304
The British Horse Society Qualifications Limited:		
Intercompany trade and recharges	(59)	(50)
Amounts due from subsidiary	124	139

Other related parties

T Lord is a director and shareholder of Berkshire Riding Centre Limited (company number 03193741) and S McCarthy is a director of Aberdeen Riding Club Limited (company number SC159535). During the year transactions with these companies were as follows:

	2023	2022
	£000	£000
Berkshire Riding Centre Limited		
Equestrian Education and Facility Services	5	8
Aberdeen Riding Club Limited		
Equestrian Education and Facility Services	-	1

THE BRITISH HORSE SOCIETY

England & Wales - Charity number 210504

Accounts

THE BRITISH HORSE SOCIETY

(Company Registration Number 00444742)

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BUCKINGHAM PALACE

The British Horse Society has demonstrated its resilience over the last few years. Having emerged from the pandemic with a strong platform upon which to build, it has continued to support riding schools and its stakeholder groups, while growing its membership. The British Horse Society's Annual Report and Financial Statements present a return to a strong sense of normality in a year full of challenges and a whole new range of opportunities for growth and increased charitable impact.

During 2022 I was once again fortunate to experience some of the Society's work first hand. I was pleased to attend the official opening of a new Operational Hub based in Stirling, a centre for learning, equine events and member services to expand the Society's activities in Scotland.

Also, in a landmark year, I attended the Society's 75th Anniversary celebrations at the Household Cavalry Museum. With due regard for history and tradition, it is clear that alongside its overarching charitable objectives the Society also has new forward-looking ambitions: to enhance its capability to communicate, engage and respond while championing and strengthening the bond between human and horse.

I congratulate the Society's trustees, executive team, volunteers, sponsors and partners on reaching an impressive milestone, and for another successful year.

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CHAIR'S STATEMENT

The Board of Trustees, which also acts at the Board of Directors for the purposes of the Companies Act, presents The British Horse Society's Annual Report and Financial Statements for the year ended 31 December 2022. In doing so the trustees have adopted the provisions and guidance of all relevant legislation and standards.

It was a year of particular significance for The British Horse Society as we celebrated our 75th Anniversary at The Household Cavalry Museum in November. At the forefront of our minds was the immeasurable contribution to the world of equestrianism of Her Majesty Queen Elizabeth II, our Patron ever since we were formed in 1947. We joined the world in mourning Her Majesty's passing and will be forever grateful for Her Majesty's constant positive influence and unwavering advocacy of the Society's work. We are delighted that Her Royal Highness, The Princess Royal, as Vice-Patron continues to enjoy an active role within our programme of activities.

The year saw us return to a full unrestricted programme of activities and events, and we built upon the organisational resilience we developed through the unheralded experiences of the last two years. We have been able to demonstrate sustained investment in our charitable impact and have taken the opportunity to improve our infrastructure, and our capability to serve all our members and stakeholders and improve the lives of horses and those who enjoy them.

As a working team the Society's trustees, executive and volunteers continue to adapt well to the extra dimension of hybrid and remote working while still maintaining vibrant workplaces at our headquarters in Warwickshire and our now officially opened Operations Hub in Stirling.

As ever, our focus has been generating impact through our charitable activities:

Our Access work goes from strength to strength with strong representation across all our geographical regions. Although we were disappointed that the initial plan to completely remove the deadline for recognition of bridleways in the definitive map in England and Wales did not come to fruition, the eventual decision to extend the deadline from 2026 to 2031 was still welcome. This important work to record and save historic routes continues.

An immense tribute to the work of our Safety Team was the inclusion of The BHS in the Stakeholders Review Group which reviewed the Highway Code for vulnerable road users. This has built upon our successful Dead Slow campaign and the amended rules and guidance within the Code, especially the 10 mph maximum speed while passing, and at a distance of at least 2 metres, are significant steps to improving the safety of horses, riders and carriage drivers on the highways of the UK.

Our Participation programmes returned to a full calendar. British Riding Clubs introduced new competitions, Changing Lives through Horses continued its pioneering work, and we have actively supported the post-pandemic recovery and development of our BHS Approved Centres.

The theme of assistance and support continued into our Education programme and Approved Centres. Our ground-breaking initiative, the Career Transition Fund was introduced mid-year. It encourages and assists individuals to enter the industry to train and qualify to increase the capacity of our industry. It also aims to address the skills shortage within riding establishments, which is of such importance to ensure there are sufficient numbers to satisfy the demand for riding in the future.

Our Horse Care and Welfare Team has increased its coverage across the UK and has delivered an astonishing number of clinics and awareness events in addition to dealing with an increasing number of welfare concerns. Their work gains strength through effective collaboration and partnership working, especially in the vital areas of academic research supporting horse health.

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CHAIR'S STATEMENT (continued)

Our ambitions for increasing the impact of our more outward facing charitable activities drives other areas of BHS business: we intend to increase the number of members and supporters, engaging individuals and making an increasing number of benefits available. This can only be done by making the infrastructure and technology that underpins our activities even more fit for purpose and capable of meeting the challenges and opportunities over the months and years ahead.

It has also been a busy year for the trustees. I am delighted to have been re-elected as a Generalist Trustee in the trustee elections in June 2022. I also congratulate Tim Lord and Sarah Simpson on their re-election as Generalist Trustee and Specialist Trustee for Education respectively, representing valuable continuity to the Board. We also welcomed two new trustees in the year. Beverley Simms joined us as co-opted Trustee Specialising in Equality, Diversity and Inclusion to lead developments in this significant area of The BHS's work. Nicola Greenwood joined the Board after being elected for the first time to the role of Specialist Trustee for Access. Nicola replaces Fran Mason, who completed her term of office with our sincere thanks for her dedication and support for our Access work.

As ever, we keenly anticipated the results of this year's elections. We are very pleased to retain Gill Longhurst and Sandra Harris as Specialist Trustee for Volunteering and Specialist Trustee with Business and Digital Knowledge who were re-elected unopposed. Again, extremely valuable continuity in two areas where we have growing ambitions to maximise our impact and engagement.

We also welcome Gillian Clark, our newly elected Specialist Trustee for Safety, and in so doing we extend our thanks to Ken Law, who has served his maximum six-year term, for his expertise and support for our Safety work.

I took over as Chair of the Board of Trustees in September, having been Vice-Chair to Tim Lord for his three-year term as Chair. When Tim became Chair in 2019, little did he know what bleak and universal upheaval lay ahead. Many thanks to Tim for his stewardship through the choppiest of waters, and through the darkest of times. For us to have emerged so resilient and with such a great platform pays great tribute to his term as Chair.

Our membership numbers continue to grow steadily and we approached 2023 with the target of 120,000 members firmly in our sights. Although we are always seeking to diversify our revenue, membership continues to be the bedrock of our finances and the source of support of so many of our charitable initiatives.

Please join me in thanking our trustees, volunteers, members, supporters, sponsors, partners and our entire staff team as you read through the achievements in the following pages for another successful year, our 75th.

Here's to the next 75!



Sally McCarthy
Chair of Trustees

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TRUSTEES' REPORT

Status

The British Horse Society is a charitable company incorporated in England. It does not have a share capital and is limited by guarantee. The company is registered as a charity with the Charity Commission and the Office of the Scottish Charity Regulator.

Objectives

Article 2 within the Society's Articles of Association outline the following charitable objectives:

- to promote and advance the education, training and safety of the public in all matters relating to the horse;
- to promote the use, breeding, well-being, safety, environment, health and management of the horse for the public benefit;
- to promote community participation in healthy recreation involving the horse;
- to promote and facilitate the prevention of cruelty, neglect, or harm to horses and to promote the relief, safety, sanctuary, rescue and welfare of horses in need of care, attention and assistance; and
- to promote and secure the provision, protection and preservation of rights of way and of access for ridden and driven horses over public roads, highways, footpaths, bridleways, carriage ways, public paths and other land.

For the purpose of the Society's objectives and activities, horse means any member of the family Equidae

Our Vision

Every horse is respected, protected and enjoyed by knowledgeable, caring people.

Our Mission

We are the charity dedicated to knowledge and encouraging people and horses to enjoy life together.

Our Values

Horses First	The Horse is at the heart of all we do
One Team	We collaborate with and value our employees, members, supporters and partners
Respect	We are inclusive and deliver with respect, integrity, dedication and passion
Supportive	We support horses and people to enjoy life together safely
Excellence	We strive for excellence in everything we do

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TRUSTEES' REPORT (continued)

Board of Trustees

The Board of Trustees governs the Society and is responsible for the management of the charity's affairs. The Board consists of:

- between seven and nine members elected by the Society's membership;
- up to three co-opted members; and
- the Chairman

Elected members serve a term of office of three years, co-opted members serve a term of office until the next trustee election. Elections are held annually and are structured to elect members to the board with complementary skills and expertise.

Legal Status of Trustees

The Board of Trustees are registered as trustees with the Charity Commission. They are also the statutory directors of the company and as such are registered with Companies House. Throughout this report the term "Trustee" is used to mean "Trustee and Statutory Director of The British Horse Society". The term "Director" is used to mean the senior member of staff in charge of a directorate.

Qualifying third party indemnity provision is in place for all trustees and directors.

Induction of Trustees

Newly elected trustees take part in a comprehensive induction which sets out their duties and responsibilities as Trustees, together with a programme setting out the aims and operations of the Society and its strategic objectives. The Trustees have access to professional and legal advisers and receive briefings and training on any legislative or good practice issues in respect of the Society's affairs.

Board Activity

The Board of Trustees meets a minimum of six times each year, and in addition, meets with the Society's senior staff to set the direction and strategy of the charity. This cycle of meetings establishes, monitors and evaluates the Society's plans; develops strategies for the delivery of the Society's objects; and identifies the resources, financial and human, required to deliver them.

Board Committees

The Society's Articles make provision for three committees with specific rules for their composition, remit and the frequency of meetings:

- Finance Committee
- Audit Committee
- Nomination Committee

The Board may also appoint such other Board or Advisory Committees as shall be considered beneficial to the Society and delegate to it such powers and functions for it to perform its purpose.

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TRUSTEES' REPORT (continued)

Disclosure of Information to Auditor

The Board engage an independent firm of auditors and so far as the trustees are aware there is no relevant audit information of which the charitable company's auditor is unaware, and they have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Trustees' Responsibilities in Respect of the Trustees' Annual Report and Accounts

The Trustees are responsible for preparing the Trustees Annual Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare accounts for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group, and of the income and expenditure of the group for that period. In preparing these accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts
- Prepare the accounts on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The Trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable them to ensure that the accounts comply with the Companies Act 2006, the Charities and Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Going Concern

The trustees confirm that they consider it appropriate to adopt the going concern basis of accounting in preparing the financial statements, and do not consider that there are any material uncertainties to the group's ability to continue to do so over a period of at least 12 months from the date of approval of the financial statements. Further detail is provided in the Going Concern accounting policy on page 33.

Public Benefit

The Trustees confirm, that in their opinion they have complied with the duty in Section 17(5) of the Charities Act 2011, to have due regard to public benefit guidance issued by the Charity Commissioner. The objectives of the Society benefit every horse and rider and the public at large.

The Society contributes to the safety and growth of the equestrian industry by encouraging people of all ages and from all sections of society to participate in equestrian activities, by promoting a range of horse-related activities, by working to maximise the opportunities for people to ride in safe environments, and by supporting those people and businesses who provide equestrian facilities.

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TRUSTEES' REPORT (continued)

Investment Policy

The trustees reviewed and revised the Investment Policy during the year and the key components of the policy are as follows:

- The overall objective is to maintain and grow the purchasing power of the portfolio assets with reference to the Reserves Policy
- The trustees adopt a medium level of risk, with an unwillingness to tolerate permanent losses but with an understanding that target returns may lead to a degree of volatility and short-term fluctuations in value
- The majority of investments should be readily realisable, liquid and traded on recognised exchanges
- The assets are expected to be well diversified by class and geographical spread
- Investment managers are instructed to assess each investment as to its ethical and reputational suitability for inclusion in the Society's portfolio.

Website and Other Media Channels

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Society's website and other media channels. The Trustees are mindful that legislation in the United Kingdom, particularly governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

Reserves

The management of the Society's reserves is an integral part of the trustees' overall approach to planning and risk management, and the framing of an appropriate reserves policy is essential to the ongoing delivery of the Society's charitable objectives. In determining a Reserves Policy, the following factors have been considered:

- The requirement for protection against a significant loss in income
- The need to ensure the provision of adequate resource (human and financial) in the event of the need for a period of recovery
- The capability to respond to growth and investment opportunities when the need arises
- The need to sustain a level of professional staff

Reserves Policy

Ultimately, the trustees wish to maintain freely available reserves at a level that enables the charity to withstand a significant loss in revenue. The trustees have identified that the exposure from such a significant loss would be within an operating range of £4.5 million to £6.0 million. The trustees require that cash or assets easily convertible to cash are maintained at that operating range.

The trustees have also identified that the level of non-refundable income deferred into future periods is sufficient to sustain 6 months' worth of staff resource.

In addition, the trustees seek to earmark funds generated in year for programmes and projects to:

- meet an immediate charitable need arising from external economic factors
- assist forward planning of charitable initiatives
- increase the charity's capability to deliver its objectives through improved infrastructure

The level of unrestricted, undesignated consolidated reserves at 31 December 2022 is £5,629,000 (2021: £5,698,000) which is within the acceptable range identified by the trustees.

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STRATEGIC REPORT

The Society plans to make an impact in each of its areas of work and across each of its territories. The Strategic Report outlines that impact, by department, and identifies the beneficiary or stakeholder group where possible.

Access

2022 saw the Society further strengthen its regional Access Team, with the appointment of our Access Officer for Scotland, enabling us to increase the visibility of equestrian access across the UK.

Our lobbying work continued apace, and we welcomed the Government's announcement of its intention to repeal the 2026 cut-off date for recognising historical bridleways on the Definitive Map. This decision has now been modified and the original 2026 deadline has been extended until 2031. The first phase of Project 2026, which was joint funded by the Society and Sport England, was concluded with 2,514 definitive map modification applications being made. This means that those routes are one step closer to being preserved for future generations. We were very pleased to receive Sport England's confirmation that they will fund phase 2 of the Project for the next four years and we will be able to continue with this important work and save more routes for walkers, cyclists and equestrians to use. This will improve the safety of all users by encouraging use of these routes and reducing usage of the road network.

The very first application supported by Project 2026 has resulted in the upgrade of a footpath to a restricted byway at Tangleby in Hampshire during 2022. The application was originally submitted as long ago as January 2018 and required an appeal and written representations with the Planning Inspectorate before the order could be confirmed. It is an example of how persistence and determination finally pay off regarding our strategy for these routes.

We also successfully lobbied for access to be included in the new Environmental Landscape Management Scheme, and for equestrians not to be excluded from active travel routes.

The Society also firmly demonstrated that it will take legal action where this is necessary to defend equestrian access. Autumn 2022 saw the Society and Cycling UK taking action against Defra and Natural England in respect of the new Coast to Coast National Trail which is to run from St Bees Head in Cumbria to Robin Hoods Bay in Yorkshire. A commitment was secured from Defra and Natural England to work collaboratively with us, they will now consult and revisit any plans in line with that consultation. We served more Section 130A notices in 2022 than ever before and will continue to do so when necessary to ensure that equestrian access routes are unobstructed.

Ride Out was able to run this year, thankfully not affected by the limitations of COVID, and we were grateful to Horse and Country TV and Spillers for their support of this important campaign which saw £38,000 being raised for our Ride Out Fund. 45 events were held with over 1,700 participants taking part in rides all over the UK. In Scotland an impressive 737 riders took part in 13 Ride Out UK days across 9 venues. Scotland has two potential new venues, so we are looking forward to offering our members and supporters even more scenic riding in Scotland in 2023. The Ride Out Fund was able to fund 7 bridleway projects in 2022 to the value of £32,000.

We continue to seek effective collaboration in 2022, and as part of the Scottish National Access Forum we co-authored guidance on the conflict and contradiction between the Roads (Scotland) Act 1984 and the Land Reform (Scotland) Act 2003, which called for resolution and legislative change. Through our membership of the Scottish Outdoor Recreation Alliance (SORA) we met with bodies including Police Scotland, Scottish Forestry and National Park Authorities to negotiate for improved equestrian access. BHS Scotland is also a member of the Scottish Partnership Against Rural Crime (SPARC) and

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STRATEGIC REPORT (continued)

this year we launched our Rural Crime Strategy 2022-2025. Equestrian Incidents are one of the seven SPARC priorities, and we are proud our involvement has resulted in these issues being given such prominence. The Strategy also emphasises the importance of responsible access in rural areas. We are looking forward to working with our partners to take tangible action on these priorities in the coming year.

In Northern Ireland the Society published the *Enabling Equestrian Access in Northern Ireland* guidance document. It was shared with local authorities in partnership with Outdoor Recreation Northern Ireland. The Society submitted a response to the Northern Ireland Executive Consultation on the Draft Environment Strategy for Northern Ireland.

We continued to influence Access Reform in Wales. In Llandrindod Wells Horse Park the Society opened a horse park in which local people could ride or carriage drive to in town, and to have a safe place for their horse while running errands, to demonstrate that horses could be used for Active Travel journeys. We assisted the expansion of the bridleways of South-Central Wales by working on The Great Glamorgan Way. Funded by the Enabling Natural Resources and Wellbeing Scheme, the route now successfully spans five counties.

Our second virtual UK wide Access Conference majored on assisting our volunteers and other equestrians to respond to planning issues so that further equestrian access could be obtained where possible. We were proud that two of our army of valued volunteers, Dr Phil Wadey and Sarah Bucks, were voted as the Horse and Hound volunteers of the year.

Education

Career Transition Fund

At the start of 2022 the BHS undertook a Labour Market Assessment to gain an objective understanding of the current employment situation within equestrianism. The findings very much substantiated anecdotal evidence in that in some areas half of the positions advertised went unfilled and that that riding schools were working at as little as 70% capacity. The BHS has set aside £500,000 of funds over two years to encourage people to enter the industry while still maintaining standards. The resulting fund, the Career Transition Fund (CTF) encourages individuals to apply and be supported through training utilising a centrally controlled voucher scheme. Initially the fund focused on Stages 2 and 3 and at the time of writing 625 individuals have been assisted with training and of the 384 that have so far taken their assessments we have achieved a 75% pass rate. The CTF has been developed to include students undertaking college equine courses with help towards the cost of assessments. This has led to 53 (88%) candidates passing. We are anticipating number increasing in 2023, including the recently piloted support of BHS stage 4 and BHS I Performance Coach.

Policy Review

BHS Education continues to offer regulated qualifications and in order to ensure compliance with requirements we have reviewed and updated our policies and procedures, as follows:

- Access to Fair Assessment and Reasonable Adjustment Policy (rolled out August 2022)
- Conflict of Interest Policy (rolled out August 2022)
- Malpractice and Maladministration Policy (rolled out August 2022)
- Internal Quality Assurance Policy (rolled out February 2023)
- Safeguarding Policies (rolled out February 2023)

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STRATEGIC REPORT (continued)

- Accidents at Assessments Policy (rolled out February 2023)
- Complaints and Appeals Policy (rolled out February 2023)
- Inclusive Language Guidance (rolled out December 2022)

Such reviews not only support compliance, but also help ensure a safe, fair, rewarding experience for our candidates.

Alternative Recognition of Prior Experiential Learning (RPEL)

We are committed to making sure our qualifications are accessible to all. To work in the industry, current best practice is for individuals to have skills, knowledge and understanding of the day-to-day care, exercise and training of horses and coaching of riders to become complete equestrians.

Throughout 2022 we have improved the accessibility and entry requirements for our coaching qualifications and coaching pathway. Where the learner is unable to fulfil the specific pre-requisite entry requirements, they can use the BHS recognition of prior experiential learning (RPEL) coaching route to gain entry into Stage 2 Coaching.

Where the achievement of a particular skill cannot be evidenced the alternative route is applicable. This enables candidates to demonstrate the knowledge and understanding in large part by describing to an assistant how to undertake specific aspects of the syllabus.

Leadership Awards

Following on from the success of our recreational awards, Pony Stars and Challenge Awards we have developed Horse Explorers. This initiative is aimed at young people to help them develop their leadership skills.

Coaching for All

The second pilot of the BHS Coaching for All course ran in 2022. This course provides coaches with the skills, knowledge and understanding to develop a range of techniques to help a diverse portfolio of clients. We aim to put this important qualification on the Qualification Framework in 2023.

Personal Development Qualifications

In 2022 we supported the Changing Lives through Horses (CLTH) programme by developing three qualifications that were added to the regulated framework in July 2022:

Entry Level 3 Personal Development

Level 1 Personal Development

Level 2 Personal Development

Personal Development qualifications aim to support the development of knowledge, skills and behaviours for life. The qualifications focus on aspects that are essential for all, such as building relationships, working with others and developing new skills. The development of these life skills should support the learner to become a valuable contributor to society.

Our Education provision has benefitted from the slow but sure return to more regular activities. The challenge remains maximising the high-quality learning opportunities for individuals, the standards required by the industry, and to generate the necessary volumes of qualified equestrians to support riding schools and learning establishments.

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STRATEGIC REPORT (continued)

Fundraising and Associated Initiatives

In 2022 we continued the implementation of our Fundraising Strategy – to grow the contribution from Charitable Trusts, Granting Bodies, Individual donors and legators. The note to the financial statements outlines the significant contributions and demonstrates growth on a group and society basis. Although the pandemic has altered the sentiment and capacity of many giving organisations it is evident that funding will still be made available where we can make a good case, often involving a collaborative approach.

We continue to support and joint fund the Equine Grass Sickness project being carried out by the Moredun Foundation. Indeed, research is continuing thread through the activities associated with our grant-aided projects. We commissioned research with Nottingham Trent University across a number of areas of equine safety and health matters. The Changing Lives Through Horses (CLTH) programme has also collaborated with the University of Buckingham to report on the long-term benefits of horse and human interactions.

The British Horse Society is registered with the Fundraising Regulator. We monitor our fundraising activities to ensure we follow the Code of Fundraising Practice and the Fundraising Promise. To this end, we received no complaints in 2022.

Horse Care and Welfare

In 2022, our Horse Care and Welfare team managed 1,178 new welfare concerns involving 2,944 horses and their owners who were in need of advice, support and education. These concerns were handled by our team of four Welfare Field Officers (based North West, South East, Wales and the Midlands) along with our 155 volunteer Welfare Advisers who provide UK-wide coverage.

As we continued diving deeper into a cost-of-living crisis, many horse owners were increasingly faced with changes to circumstances and tough decisions on the future of their equine companion. We handled 95 Friends At The End cases. Friends At The End is a BHS initiative created to make sure that no horse owner has to face the loss of their equine companion alone.

Our Horse Care and Welfare Helpline is available to support horse owners, our members, followers and supporters with support and advice where needed. Last year our experienced and knowledgeable Welfare Helpline Coordinators have supported 10,312 people with a wide range of care and welfare topics.

We held 140 proactive events and activities across the UK as far as the Isle of Man, Aberdeen, Shetland Isles and Orkney. These included Horse Health Days at Approved and non-approved Centres and Livery Yards. We took the weighbridge to Ride Out UK Events, Fun Rides, Colleges and Schools. We attended Stable Mates activities, British Riding Club Championships, organised multi-agency 'link days' and held 8 of our hugely successful Healthcare Clinics. At these events and activities, we directly helped 3,145 horses and 2,954 horse owners, carers, students and yard owners.

We had 389 of the most at-risk horses attend our Healthcare and Education Clinics where we castrated 181 colts and stallions thereby removing them from the indiscriminate breeding cycle. Our clinics reach out to owners and communities who may not normally seek regular healthcare for their horses. As with all 39 clinics held since 2015, we offered a variety of different health provisions including passporting, microchipping, worming, dental checks, weight-related advice along with other treatments as needed such as delousing and minor wound treatment. Since this programme of activity began 1,813 horses and their owners have been helped in problematic equine welfare areas.

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STRATEGIC REPORT (continued)

We started a new initiative with the Travelling Community in South Wales, supported by the Local Authority, to hold sessions about horse care and welfare. Fully supported by the Travelling Liaison Officer, and we intend rolling this initiative out further across South Wales in 2023.

On top of our proactive welfare work we also have a dedicated number of staff taking on numerous Equine ID passport applications. As an ID-only Passport Issuing Organisation, our passport team are also on hand to answer any queries relating to horse passports or current passport regulations within the UK. This year we have processed 2,667 passports.

We have held 16 virtual training sessions for our volunteer Welfare Advisers and 'Friends' for our Friends At The End Scheme. We have welcomed 36 new volunteers to our team and now have 155 fully trained people in total. We hope to increase this number in areas of most need throughout 2023. We have also provided fellow National Equine Welfare Charities – Bransby, Mare and Foal Sanctuary and The Donkey Sanctuary, with Friends At The End Training.

Our presence across social media platforms has allowed us to interact successfully with horse owners and the general public, providing educational advice and support on key welfare issues. A major part to this has been through our #WelfareWednesday and additional welfare posts which this year have reached over 4.5 million people. This has been enhanced further through our targeted campaigns. Our highest performing posts have centred on ragwort awareness and our #BeHorseAware campaign.

And staying on the campaigns front, we held Strangles Awareness Week in May, and in September successfully launched our new 'Think Before You Worm' campaign in collaboration with British Equine Veterinary Association. The campaign aims to tackle the growing risk of dewormer resistance that continues to threaten the equine industry. In collaboration with the University of Nottingham, Colic Awareness Week was held in October and this year we were encouraging 'conversations about colic' at The Horse of the Year Show. Throughout the week we distributed 1,345 A4 REACT Packs, engaged with 819 people. In addition, we reached over 170,000 people via social media.

Our Welfare Education Team launched a work experience module in partnership with Nottingham Trent University where students are supporting our Welfare Education Team and creating content for equine respiratory health.

Membership

We started the year with 117,420 members and ended the year with 118,687. This net growth of 1,267 members, just over 1%, was encouraging in the face of increased cost of living and the perennially gloomy economic outlook that plagued individual spending in 2022.

We continue to strive for a high value proposition within our membership offer, balancing the support of our charitable objectives with the range of benefits available to members.

As our membership attracts gift aid, we encourage every UK tax paying member to sign up for gift aid both when a member joins and by subsequent direct contact. In 2022 our recovery rate against fees received was the best it has ever been at a successful 16%.

Participation

British Riding Clubs

2022 was a great year for BRC in which we were able to run our first full calendar of competitions since 2019. We managed to finish the year with just over 27,500 members and 466 clubs. This was an

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STRATEGIC REPORT (continued)

increase on 2021 and a sign that things are starting to finally get back to normal post-pandemic. Our eight national championships were well supported, the cost of fuel was concerning for those travelling long distances, but the BHS Travel Grant was incredibly well received by the far-reaching areas. Making the switch to digital membership cards in January 2022 was a huge step forward for BRC. Not only did it have a financial impact, but it has also vastly improved our carbon footprint.

Launching the Introductory Championships in October 2022 increased participation and offered opportunities to members who may have never attended a BRC Championship. Over 600 people attended the qualifiers, with just under 200 qualifying for the championship.

Our Christmas Cracker competition now has a section for BHS Approved Centres and Livery Yards, meaning we are working more collaboratively and increasing participation. Our numbers increased again in 2022 with 380 tests being submitted.

Changing Lives Through Horses

Changing Lives Through Horses aims to improve the lives of young people who are disengaged and at risk of becoming excluded, using horses as the inspiration for change. The programme has seen a remarkable growth in 2022 with 21 new centres training to join the programme. This takes the total number of centres trained at the end of 2022 to 70 across the UK. Over 1,600 participants have now taken part in the programme – an increase of 600 over the year.

The appointment of a new Data and Resource Coordinator in January significantly strengthened the support we can offer centres and has led to us developing a better and more purposeful data collection system so that we can track our cohort far more effectively. This data helps inform funding applications and presentations to potential new commissioners. At the end of the academic year 2022 we were able to determine that 73% of participants were reported to have planned onward pathways in education, employment or training following time spent on the programme, and that 88% of participants made progress in at least one key skill area.

Notable highlights for 2022 have included:

- the commissioning of a research project with the University of Buckingham – where the university will conduct both an evaluation of previously held data and deliver new research from a participant questionnaire focusing on the impact to physical and mental health and well-being of human equine interaction within an education pedagogy.
- A CLTH student securing a place and graduating from the 12-week foundation course at the National Racing College in Doncaster, now working on a race yard.
- A partnership with Lead Up International which saw a 2-day workshop take place at Philpotts Manor School with CLTH participants enhancing the development of their emotional regulation, problem solving and resilience skills alongside their CLTH sessions.
- The launch of our BHSQ awarded Personal Development Qualifications – accredited qualifications that can be fully embedded within the CLTH programme activities and lead to qualifications up to Level 2.
- CLTH articles in British Horse and Rider magazines – promoting awareness of the programme across our BHS and BRC membership community.

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STRATEGIC REPORT (continued)

Finally, we continue to receive powerful testimonials from our children and young people about the impact the programme has on their lives:

It's changed my life for the better.

It has made me believe I can have a future again.

I feel calmer when I'm around the horses. It's easier to manage things that frustrate me when I'm calmer.

It's given me a sense of belonging and community. It's nice to be a part of something – especially something I am passionate about.

I feel like I've learnt lots of new skills and have more knowledge to do with horses which is nice because since not being in education I've missed using my brain. It has also given me confidence in myself and my capabilities.

I get to forget about the past. It gives me a place to escape.

We have plans to further expand the programme and its impact in 2023.

Approved Centres

As equestrian businesses continued to face difficult times with the cost-of-living increase, we were pleased to finish the year with 609 BHS Approved Centres. 23 of these were completely new Centres and we also have a further 14 Centres in the application process. The Business Support team visited 263 Centres over the year offering support in a range of topics and visiting potential new Centres. The team held over 30 online events over the year covering a variety of topics including a range of financial skills masterclasses, recruitment, GDPR and EDI workshops. 997 proprietors and Centre Staff attended these sessions in total.

A further 8 ponies have been rehomed through the RSPCA second chance project, into BHS Approved Centres. We will continue to run the scheme through the next year in order to continue to provide suitable, knowledgeable homes for these horses and to help those centres facing barriers to growth through rising horse costs.

In January we launched the new BEF Safeguarding Officer course and secured funding to run free courses for our Centres until June. So far 181 Centre Safeguarding Officers from BHS Approved Centres have completed the course.

Our Stable Mates initiative has been a great success, with 11 BHS Approved Livery yards holding days for local horse owners to come and improve their equine knowledge. Over 150 people attended the days and feedback has been very positive. We plan to run a further 15 dates this year.

In December, the BHS applied and were successful in entering into a Primary Authority Co-Ordinated Partnership agreement. This scheme is managed by the Department for Business, Energy and Industrial Strategy and partnerships are nominated by the Secretary of State. Our Primary Authority Partner is the City of London who are the lead Local Authority for Animal Activities Licencing Regulations for Riding Schools in England. The benefits of the Primary Authority Partnership are that it will strengthen our industry voice and the BHS will be provided with reliable regulatory advice which enforcing authorities should respect when carrying out the licencing inspection at our riding schools.

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STRATEGIC REPORT (continued)

This year's Riding School Championships ran at Onley with six BHS Riding Schools travelling to compete with 78 class entries. The youngest participant was 10 years old and the oldest was mid 70s! This event is unique as it allows those who don't own their own horse or pony to compete against others. The plan for next year is to encourage more Centres to take part.

Regions and Nations

Our Regional and National managers, working closely with County Committees, held 436 Education, Fundraising, Safety and Participation events across the UK, engaging over 8,000 members and supporters. This represents a 30% increase compared with 2021. The team created a full programme of virtual, in-person and hybrid events to reinvigorate engagement in the first 'normal' year following COVID restrictions. The 46 Ride Out UK pleasure rides were a highlight, raising significant funds as well as promoting Participation and Access. Camps, clinics, talks and continual professional development events continue to be well-received.

Our National Managers in Scotland, Ireland and Wales worked closely with devolved governments to represent the interests of horse riders and owners on issues such as Access, licencing of equestrian businesses and Equine ID. In Wales we worked closely with the Welsh Government to secure funding for approximately 300 road safety posters to be erected across the Country. Data from the BHS Horse-i app will be used to identify suitable locations. In April, we were delighted to welcome HRH the Princess Royal to officially open our Operations Hub in Stirling to support our members in Scotland and the North of England.

Safety

The Safety Team has continued to build on all the partnership working that has been developed with key stakeholders in all our departmental strands. Obviously, the Dead Slow campaign occupied most of our time and resources, but we had significant impact in many areas. This important campaign is aimed at improving the safety of horses, riders, and carriage drivers on our roads. It educates drivers in how to pass horses safely, but also gives safety advice and information to riders. It has three strands, Safer Drivers, Safer Riders and Safer Horses.

The most significant achievement was the final publication of the review of the Highway Code for vulnerable road users. The BHS were part of the Stakeholders Review Group alongside the Department of Transport, DVSA, Cycling UK and Living Streets. The amended and changed rules, together with the new Hierarchy of Road Users are a major and vital step to improving the safety of horse, riders, and carriage drivers on the UK roads. (This review has still to be adopted in Northern Ireland).

The Horse Incident Reporting System and the Horse i App are a vital part of the data that we supply to road safety partnerships and the publicity and advertising of this most important database cannot be underestimated.

The release of 'Look Out for Laura', an information film on how to pass horses safely, the result of a substantial grant from the Road Safety Trust was met with acclaim from the road safety world. It was evaluated by Nottingham Trent University, and the results presented at the Road Safety GB Conference.

The Safety Team has continued its involvement with Road Safety Partnerships, Road Safety GB, the Police, Fire and Rescue Services and Driving Instructors. We have been part of many Road Safety Webinars and been asked to speak and present to road safety professionals, in particular the 2022 Road Safety GB Conference and the ICE Hub Conference.

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STRATEGIC REPORT (continued)

Part of the partnership approach has been to work with local authorities to place Dead Slow signs at locations where there have been a number of near misses reported to the BHS on our Horse Incident website. These signs have been well received by riders and have had an impact to the safety of equestrians. This has continued in 2022.

The BHS Analyst and Researcher had an important paper published in the Journal of Road Safety Research – “Cars dent. Horses break”. This paper used all the BHS Incident Reporting data and is the subject of another presentation at a Road Safety GB Conference.

We have held Road and Rider Awareness events, and training for commercial driving companies, on the Dead Slow campaign. These events are held to inform drivers, riders and other vulnerable road users of responsibilities and advice on how to stay safe on the roads when passing horses.

We have continued the ‘Henry the Horse’ initiative. This interactive project is to inform 9- and 10-year-old children how to walk or cycle safely past horses. It also gives the Dead Slow messages to parents. This initiative is still being evaluated by ROSPA and has had superb reviews from parents, head-teachers and school children.

The Safety Team has been instrumental in significant forums, the APPG for Towing, Highways England Towing Group, PACTS (Parliamentary Advisory Council for Transport Safety) and the ROSPA Road Safety Committee. The BHS are an important part of this community.

The BHS has also been consulted by the Governmental Office of Product Safety and Standards regarding firework safety and equestrians.

Our Volunteers

Our volunteer community remains strong and continued to grow in 2022. Volunteers are essential to the delivery of all our work across Access, Welfare, Safety, Education and Participation and all our teams thank them for their invaluable contribution. During 2022 we focused on improving the resources we provide to support our volunteers. Specifically, the volunteer expenses policy was introduced to replace the former system of ‘capitation payments’ and we rolled out BHS email addresses to over 1,400 individuals.

We are very grateful for our volunteers’ support and were able to thank many of them in person. In addition to our annual awards ceremony at Newbury we trialled presenting Long Service Awards at a number of regional shows, making them accessible to those unable to travel to Newbury. This was very well received. 158 Long Service Awards were presented to our volunteers in 2022.

Operations and Infrastructure

The BHS digital transformation made further strides this year with a new modern-looking and mobile-friendly website launched in September. In October a new contact centre solution and Teams telephony was introduced, enabling our legacy analogue phone system to be retired.

A further designation was made to support the next stages of the technology and digital transformation, which will move all BHS IT systems into an inter-connected and enduring platform centred on the Microsoft Cloud. This will be a multi-year programme, but new capabilities will start to be delivered in the second half of 2023. The suite of solutions will improve our understanding of and our ability to interact with both our current and potential audiences.

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STRATEGIC REPORT (continued)

Risk

In order to fulfil their responsibility to identify and manage the risks that the Society faces, the Trustees require a risk register to be maintained. The risks documented therein are reviewed at an enterprise risk level by the Finance Committee and Audit Committee and the Finance Committee as part of their programme of work.

The register is updated and revised at least six-monthly, and where appropriate, the trustees, a specific director, or group of directors is assigned to each risk. The register is made available for inspection to the Society's auditors. During 2022 the Trustees recognised the following principal risks:

- A significant decline in income due to either internal or external economic factors
- A major outbreak of an equine disease which may adversely affect members' ability to remain in membership or influence their choice to remain in membership.
- Reductions in membership if membership services and benefits are not maintained, or their perceived value is diminished.

Financial Report for the Year

The trustees are pleased to present a surplus on unrestricted funds of £1,278,000, which, even after accounting for an unrealised loss on investments of £129,000, enabled the trustees to designate funds of £1,220,000 in year in support of future initiatives to encourage participation, engagement, career progression in the equine industry and to enhance the Society's infrastructure, thus increasing our capability to deliver charitable impact and member services.

Adjusting for this movement in funds our unrestricted, undesignated reserves total £5,629,000 at 31 December 2022, and this is in keeping with the Society's reserves policy.

As 2022 progressed the Group returned to a more normal pattern of activity and total income increased by 8.5% from £14,016,000 to £15,202,000 with membership revenue, education activities and events being the main contributors to that increase. There was a commensurate increase in total expenditure of 7.7% from £13,248,000 to £14,262,000. Total expenditure is analysed and presented in detail in note 7 to the financial statements. Staff costs and numbers are outlined in detail in Note 8 to the financial statements.

Expenditure on designated funds of £350,000 represents planned investment in the Society's charitable objectives and infrastructure and is presented in detail in note 16 to the financial statements.

During the year the Society received revenue for specific purposes of £476,000 and made associated expenditure of £464,000. These amounts are accounted for within Restricted Funds and are presented in detail in Note 15 to the financial statements.

In a year where investment performance experienced a significant downturn due to world events and the wider economy, the Society's managed fund exceeded appropriate benchmarks and outperformed market indices. The result is an unrealised loss on investments of £129,000. Investments are reported more fully in Note 11 to the Financial Statements.

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STRATEGIC REPORT (continued)

Future Plans

Our most recently published Strategic Plan was for the period 2019 to 2024. The social and economic upheaval that we all experienced during the global pandemic meant that we had to flex and adjust our work programmes accordingly during the period covered by the Strategic Plan – but the guiding principles and objectives of that plan still apply. If anything, the turbulence of recent years has resolved our wish for greater impact, increased support and sustained, quality advice for the benefit of all horses and people that fall within our charitable objectives.

Aligned with this, we are determined to invest in the necessary business developments and enhancements in infrastructure to enable improved engagement and effectiveness.

The Trustees' Report, Strategic Report and the Financial Report were approved by the Board on 30 June 2023.

A handwritten signature in black ink that reads "Sally McCarthy". The signature is written in a cursive, flowing style.

Sally McCarthy
Chair of Trustees

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OFFICERS AND DIRECTORS

VICE-PATRON: Her Royal Highness the Princess Royal

PRESIDENT: Martin Clunes OBE

TRUSTEES:

Chair: Sally McCarthy (from September 2022)

Vice-Chair: Karen Silcock (from December 2022)

Other Elected Trustees: Nicola Greenwood (elected June 2022)
Sandra Harris
Kerryn Haynes
Ken Law
Tim Lord (re-elected June 2022)
Gillian Longhurst
Fran Mason (term of office expired June 2022)
Karen Silcock
Sarah Simpson (re-elected June 2022)

Co-opted Trustees: Professor Tim Morris
Rt. Hon. Dame Caroline Spelman DBE PC
Beverley Simms
(all co-opted trustees re-appointed June 2022)

SENIOR MANAGEMENT TEAM:

Chief Executive James Hick
Chief Operating Officer Sarah Phillips
Director of Access Mark Weston
Director of Business Development Emma Stone (from April 2022)
Georgina Walters (to April 2022)
Director of Education Tracy Casstles (from February 2022)
Alex Copeland (to February 2022)
Director of Finance Duncan Snook
Director of Marketing and Communications Rebecca Cogswell (from November 2022)
Sandra Ford (to August 2022)
Director of Membership Emma Day
Director of Participation Laura Sanger
Director of Programme Georgina Walters (from April 2022)
Director of Safety Alan Hiscox
Director of Technology Nikki Greenway (from May 2022)
Paul Perkins (to March 2022)
Director of Horse Care and Welfare Gemma Stanford
Alycia Pritchard (maternity cover until April 2024)

COMPANY SECRETARY: Duncan Snook

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ADMINISTRATIVE DETAILS, ADVISERS AND COMPANY INFORMATION

Registered Office and Principal Address

The British Horse Society, Abbey Park, Stareton, Kenilworth, Warwickshire CV8 2XZ

Legal and Charitable Status

The Society was incorporated on 5th November 1947 as a company limited by guarantee and is governed by its Articles of Association. The company number is 444742. The Society's charity registration numbers are 210504 in England and Wales, and SCO38516 in Scotland.

Subsidiaries

The British Horse Society (Trading Company) Limited was incorporated on 11 September 1991 as a wholly owned subsidiary of the Society. The company's registration number is 2644832.

The British Horse Society Qualifications Limited (formerly Equestrian Qualifications GB Limited) was incorporated on 18 January 2006 as a wholly owned subsidiary of the Society. The company's registration number is 5679140.

The results of the two subsidiaries above have been consolidated within the accounts of the Society.

Auditors

RSM UK Audit LLP
103 Colmore Row, Birmingham B3 3AG

Bankers

Lloyds Bank plc
125 Colmore Row, Birmingham B3 3SF

Taxation Advisers

RSM UK Tax and Accounting Limited
103 Colmore Row, Birmingham B3 3AG

Investment Managers

McInroy & Wood
53 Davies Street, London W1K 5JH

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Opinion

We have audited the financial statements of The British Horse Society (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the Consolidated and Society Statements of Financial Activities, the Group and Society Balance Sheets, the Group and Society Statements of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2022; and of the group's and the parent charitable company's incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the directors' report and the strategic report, prepared for the purposes of company law and included within the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report and the strategic report, included within the trustees' annual report, have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report or the strategic report, included within the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out on page 6 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

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

Auditor's responsibilities for the audit of the financial statements

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

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006,

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, the parent charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from internal/external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to General Data Protection Regulation (GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group/parent charity is in compliance with these laws and regulations and read minutes of trustee meetings.

The audit engagement team identified the risk of management override of controls and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions, recognition date and transactions entered into outside the normal course of business, challenging judgments, estimates and timing applied to the recognition of income streams.

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

Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Oxtoby

PAUL OXTOBY (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

103 Colmore Row

Birmingham

B3 3AG

Date: 7 July 2023

RSM UK AUDIT LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

THE BRITISH HORSE SOCIETY
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
For the year ended 31 December 2022

		Unrestricted	Designated	Restricted	2022	2021
		£000	£000	£000	Total	Total
					£000	£000
Income and endowments from:						
Donations, legacies and grants	2	249	-	460	709	680
Charitable activities:						
Membership subscriptions	3	11,909	-	-	11,909	11,020
Examinations and other fees		963	-	-	963	854
Events		899	-	6	905	643
Other trading activities:						
Job Retention Scheme Grants		-	-	-	-	16
Trading income		263	-	-	263	248
Advertising		311	-	-	311	343
Commission received		6	-	-	6	12
Challenge Rides		-	-	-	-	-
Other income	4	116	-	10	126	196
Investment income	5	10	-	-	10	4
Total income		14,726	-	476	15,202	14,016
Expenditure on						
Raising funds	7	725	-	-	725	775
Charitable activities	7	12,723	350	464	13,537	12,473
Total expenditure		13,448	350	464	14,262	13,248
Net income/(expenditure)		1,278	(350)	12	940	768
Net (loss)/gain on investments		(129)	-	-	(129)	436
		1,149	(350)	12	811	1,204
Designations and fund transfers	15,16	(1,218)	1,162	56	-	-
Net movement in funds		(69)	812	68	811	1,204
Fund balances brought forward		5,698	1,780	1,067	8,545	7,341
Fund balances carried forward		5,629	2,592	1,135	9,356	8,545

A separate statement of income and expenditure has not been prepared on the basis that there is no significant difference from the group statement of financial activities.

THE BRITISH HORSE SOCIETY
SOCIETY STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
For the year ended 31 December 2022

		Unrestricted	Designated	Restricted	2022	2021
		£000	£000	£000	Total	Total
					£000	£000
Income and endowments from:						
Donations, legacies and grants	2	325	-	460	785	708
Charitable activities:						
Membership subscriptions	3	11,909	-	-	11,909	11,020
Examinations and other fees		963	-	-	963	854
Events		899	-	6	905	643
Other trading activities:						
Job Retention Scheme Grants		-	-	-	-	16
Trading income		133	-	-	133	94
Advertising		-	-	-	-	-
Commission received		6	-	-	6	11
Challenge Rides		-	-	-	-	-
Other income	4	134	-	10	144	214
Investment income	5	10	-	-	10	4
Total income		14,379	-	476	14,855	13,564
Expenditure on						
Raising funds	7	310	-	-	310	377
Charitable activities	7	12,739	350	464	13,553	12,469
Total expenditure		13,049	350	464	13,863	12,846
Net income/(expenditure)		1,330	(350)	12	992	718
Net (loss)/gain on investments		(129)	-	-	(129)	436
		1,201	(350)	12	863	1,154
Designations and fund transfers	15,16	(1,218)	1,162	56	-	-
Net movement in funds		(17)	812	68	863	1,154
Fund balances brought forward		5,769	1,780	1,067	8,616	7,462
Fund balances carried forward		5,752	2,592	1,135	9,479	8,616

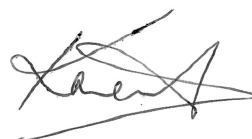
THE BRITISH HORSE SOCIETY
BALANCE SHEETS
Company Registration Number: 00444742
At 31 December 2022

	Notes	Group		Society	
		2022 £000	2021 £000	2022 £000	2021 £000
FIXED ASSETS					
Intangible fixed assets	9	246	241	246	241
Tangible fixed assets	10	2,709	2,947	2,709	2,947
Investments	11	3,183	3,312	3,188	3,317
		6,138	6,500	6,143	6,505
CURRENT ASSETS					
Stock		100	94	28	-
Debtors	12	2,977	2,127	3,135	2,230
Term deposits		2,507	1,501	2,507	1,501
Cash at bank and in hand		2,151	2,869	2,149	2,864
		7,735	6,591	7,819	6,595
CURRENT LIABILITIES					
Creditors due within one year	13	4,243	4,266	4,209	4,204
		3,492	2,325	3,610	2,391
NET CURRENT ASSETS					
Creditors due after more than one year	13	274	280	274	280
		9,356	8,545	9,479	8,616
REPRESENTED BY					
Restricted funds	15	1,135	1,067	1,135	1,067
Designated funds	16	2,592	1,780	2,592	1,780
Other charitable funds	17	5,747	5,764	5,752	5,769
Non-charitable trading funds	17	(118)	(66)	-	-
		9,356	8,545	9,479	8,616

The financial statements were approved and authorised for issue by the Board on 30 June 2023 and signed on its behalf by:



Sally McCarthy
Chair of Trustees



Karen Silcock
Vice-Chair of Trustees

THE BRITISH HORSE SOCIETY
CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended 31 December 2022

	2022		2021
	£000		£000
Cash flows from operating activities:			
Net cash provided by operating activities	297		1,181
Cash flows from investing activities:			
Interest from investments	10		4
Purchase of intangible fixed assets	(44)		(230)
Purchase of tangible fixed assets	(50)		(77)
Disposal of tangible fixed assets	75		-
Purchase of investments	(53)		(1,484)
Disposal of investments	53		1,484
Net cash (used in) investing activities	(9)		(303)
Change in cash and cash equivalents in the year	288		878
Cash and cash equivalents at the beginning of the year	4,370		3,492
Cash and cash equivalents at the end of the year	4,658		4,370
Reconciliation of net income to net cash flow from operating activities:			
Net income for the year	811		1,204
Depreciation and amortisation	276		620
Profit on disposal of tangible fixed asset	(24)		-
Investment income	(10)		(4)
Investment losses/(gains)	129		(436)
Movement in stocks	(6)		12
Movement in debtors	(850)		(1,165)
Movement in creditors	(29)		950
Net cash provided by operating activities	297		1,181
Analysis of changes in cash and cash equivalents			
	At 1st		At 31st
	January		December
	2022	Cash flows	2022
Cash at bank	2,869	(718)	2,151
Short term deposits	1,501	1,006	2,507
	4,370	288	4,658

THE BRITISH HORSE SOCIETY
SOCIETY STATEMENT OF CASH FLOWS
For the year ended 31 December 2022

	2022		2021
	£000		£000
Cash flows from operating activities:			
Net cash provided by operating activities	300		1,201
Cash flows from investing activities:			
Interest from investments	10		4
Purchase of intangible fixed assets	(44)		(230)
Purchase of tangible fixed assets	(50)		(77)
Disposal of tangible fixed assets	75		-
Purchase of investments	(53)		(1,484)
Disposal of investments	53		1,484
Net cash (used in) investing activities	(9)		(303)
Change in cash and cash equivalents in the year	291		898
Cash and cash equivalents at the beginning of the year	4,365		3,467
Cash and cash equivalents at the end of the year	4,656		4,365
Reconciliation of net income to net cash flow from operating activities:			
Net income for the year	863		1,154
Depreciation and amortisation	276		620
Profit on disposal of tangible fixed asset	(24)		-
Investment income	(10)		(4)
Investment (gains)/losses	129		(436)
Movement in stocks	(28)		-
Movement in debtors	(905)		(1,101)
Movement in creditors	(1)		968
Net cash provided by operating activities	300		1,201
Analysis of changes in cash and cash equivalents			
	At 1st		At 31st
	January		December
	2022	Cash flows	2022
Cash at bank	2,864	(715)	2,149
Short term deposits	1,501	1,006	2,507
	4,365	291	4,656

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

1. Accounting Policies

Basis of Accounting

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

The British Horse Society meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below:

Basis of Consolidation

The group accounts consolidate the financial statements of the Society and its trading subsidiary undertakings. Intra-group transactions are eliminated on the consolidation. Surpluses and deficits of organisations entering or leaving the group are included from the date of acquisition or up to the date of disposal.

Income

Income is stated net of VAT, where VAT is chargeable. There have been no significant changes in operations during the year. Income received for training courses, examinations and events is included in the statement of financial activities on the date on which the course, examination, or event occurs. Income received in advance, inclusive of membership income, is included within creditors. Gift aid income resulting from membership is accounted for on a receivable basis. Other income, including affiliation fees, is recognised when it is receivable.

Subscriptions

Annual subscriptions are recognised and time apportioned on a monthly basis. A proportion of life memberships are deferred. This deferral is calculated with reference to estimated remaining years to expiry.

Legacies and Donations

Credit for income arising under these headings is taken in the year in which the amount can be assessed with reasonable probability. Donations and legacies received for the general purposes of the Society are credited to 'other charitable funds'. Donations and legacies, subject to specific wishes of the donors are recognised as restricted funds.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

1. Accounting Policies (continued)

Costs of raising funds comprise the costs of commercial trading and assessment of examiners. **Expenditure on charitable activities** includes the costs of exams, events and providing membership services. **Other expenditure** represents those items not falling into any other heading. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those costs incurred directly in support of expenditure on the objectives of the charity and are allocated on the basis of headcount attributable by department.

Intangible and Tangible Fixed Assets

Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition. Tangible fixed assets are depreciated from the date of acquisition on straight line basis to write off their cost over their expected useful lives. Intangible fixed assets are capitalised in respect of project related software and development costs and are written off once commissioned over their expected useful lives. The annual rates applied to the principal items are:

Freehold buildings	25 years
Fixtures and fittings	3 – 5 years
Motor vehicles	4 years
Commercial vehicles	5 years
Computer equipment	3 years
Database and technology assets	3 years

Freehold land is not depreciated.

Operating Leases

Rentals paid under operating leases are charged in the period to which they relate.

Taxation

The Society is a Registered Charity and undertakes activities which, under present legislation, are not subject to Corporation Tax. The Society's subsidiaries undertake trading activities within the meaning of the Taxes Acts and are liable to Corporation Tax. However, the subsidiaries donate all their taxable profits to the Society and as a consequence no provision is made for the payment of Corporation Tax either current or deferred.

Defined Contribution Pension Scheme

The Society operates money purchase pension schemes which all employees may join after having served for a qualifying period. Both the Society and the employee make defined contributions to purchase the employee's individual pension. All such contributions are held in separate trust funds which are independent of the Society's finances. The pension costs charged against the Society's results represent the amount of the Society's contributions payable to the schemes in respect of the accounting period. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

1. Accounting Policies (continued)

Stocks

Stocks on hand of consumables and items for resale are stated at the lower of cost and estimated net realisable value. Net realisable value is based upon estimated selling prices less cost of disposal. Provision is made for obsolete and slow-moving items.

Investments

Current asset investments include short term deposits held at UK banks. Listed investments are included at fair value; the movement in listed investments is shown through the statement of financial activities. Investments in subsidiary companies are included at cost.

Trade Debtors

Trade and other debtors which are receivable within one year are initially recognised at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash and Bank Balances

Cash and bank balances includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition.

Trade Creditors and Liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Liabilities are recognised when either a constructive or legal obligation exists.

Funds

Other charitable funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts. Restricted funds are the funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the accounts.

Going Concern

The Trustees have reviewed the Society's position and the appropriate basis on which to prepare the financial statements. The Trustees anticipate that there may continue to be an adverse impact on the Society's income streams. However, the Trustees have assessed this impact by considering projections to the end of December 2024 which have been prepared to stress test the financial resilience of the Society. Whilst the Trustees recognise that 2023 will be a challenging year and it is possible that it will be necessary to draw on some of the Society's reserves, which have been established to provide financial resilience, they consider that it remains appropriate to prepare the financial statements on a going concern basis. The stress testing of the Society's financial position has satisfied the Trustees that it has adequate reserves and mitigation strategies available to continue to manage the affairs of the Society.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

1. Accounting Policies (continued)

Financial Instruments

The group and charity only have financial assets of a kind which qualify as basic financial instruments. These are initially recognised at transaction value and subsequently measured at their settlement value.

Critical Accounting Estimates and Areas of Judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are appropriate critical accounting estimates and assumptions made in determining the deferred proportion of life memberships.

2. Donations, Legacies and Grants

	Group		Society	
	2022 £000	2021 £000	2022 £000	2021 £000
Donations received include:				
Qualifying donations from subsidiaries	-	-	76	28
Legacies received include:				
M Buxton	10	-	10	-
K Friar	-	25	-	25
P Hodgson	46	-	46	-
P Hurst	13	79	13	79
M Kirton	39	-	39	-
E MacFadyen	-	19	-	19
C Nesom	-	33	-	33
G Pearson	20	-	20	-
A Scallon	112	-	112	-
B Sharman	-	10	-	10
Grants received include:				
Anne Duchess of Westminster Fund	10	-	10	-
Binsted PC	-	10	-	10
British Equestrian Federation	53	75	53	75
C S Heber-Percy Charitable Trust	60	30	60	30
Department for Transport	-	23	-	23
Hampshire County Council	20	-	20	-
National Lottery Community Fund	10	-	10	-
The Centaur Trust	-	13	-	13
The Charities Trust	10	-	10	-
The Derbyshire Environmental Trust	-	50	-	50
The Kaye's and Labourne's Charity	20	-	20	-
The Road Safety Trust	41	13	41	13
The Sir Peter O'Sullivan Trust	17	-	17	-
The Thompson Family Trust	-	10	-	10
Worshipful Company of Saddlers	29	20	29	20
Other donations, legacies and grants (all less than £10,000)	199	270	199	270
	709	680	785	708

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

3. Membership Income

	Group		Society	
	2022	2021	2022	2021
	£000	£000	£000	£000
During the year ended 31 December membership subscriptions after provision for deferred life membership income were:	10,194	9,549	10,194	9,549
In the same period, gift aid was claimed amounting to:	1,715	1,471	1,715	1,471
	<u>11,909</u>	<u>11,020</u>	<u>11,909</u>	<u>11,020</u>

4. Other Income

	Group		Society	
	2022	2021	2022	2021
	£000	£000	£000	£000
Other (includes consultancy, service charges and miscellaneous items)	92	150	105	163
Rental income	34	46	39	51
	<u>126</u>	<u>196</u>	<u>144</u>	<u>214</u>

5. Income from Investments

	Group		Society	
	2022	2021	2022	2021
	£000	£000	£000	£000
Interest receivable	<u>10</u>	<u>4</u>	<u>10</u>	<u>4</u>

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

6. Subsidiary Companies

The Society has two wholly owned trading subsidiaries, which are incorporated in England. The British Horse Society (Trading Company) Limited (company registration 02644832) undertakes the trading activities of the Society and The British Horse Society Qualifications Limited (company registration 5679140) undertakes accreditation of equine qualifications. Each company donates any taxable profits to the Society.

The British Horse Society Qualifications Limited was formerly known as Equestrian Qualifications GB Limited. The change of name was made by special resolution in September 2019.

The trading results of each subsidiary are included within the consolidated accounts. Each individual entity files audited accounts with the Registrar of Companies. A summary of the results of each subsidiary is shown below:

	2022	2021
	£000	£000
The British Horse Society (Trading Company) Limited		
Turnover	433	486
Less: Cost of sales	427	410
Result for the year	6	76
Qualifying donation to parent charity	76	28
Assets	356	257
Liabilities	335	166
Net funds	21	91
The British Horse Society Qualifications Limited		
Turnover	119	93
Less: Cost of sales	101	92
Result for the year	18	1
Assets	3	4
Liabilities	142	161
Net funds	(139)	(157)

The board of trustees do not envisage any circumstances that may lead to any material uncertainties related to events or conditions that may cast significant doubt about the ability of either subsidiary to continue as a going concern.

The charity will continue to support each subsidiary for the benefit to the parent in terms of raising funds and regulatory compliance.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

7. Analysis of Total Expenditure

Group	Activities undertaken directly	Support costs	Designated funds	Restricted funds	2022
	£000	£000	£000	£000	£000
Expenditure on raising funds in 2022					
Fundraising, trading, cost of goods and other costs	581	144	-	-	725
Expenditure on charitable activities in 2022					
Membership services	3,882	1,358	70	6	5,316
Training, examinations and approvals	2,010	1,198	151	208	3,567
Safety, Access and Welfare	1,548	1,477	111	249	3,385
Events	972	278	18	1	1,269
Total charitable activities	8,412	4,311	350	464	13,537
Total expenditure	8,993	4,455	350	464	14,262

Society	Activities undertaken directly	Support costs	Designated funds	Restricted funds	2022
	£000	£000	£000	£000	£000
Expenditure on raising funds in 2022					
Fundraising, trading, cost of goods and other costs	166	144	-	-	310
Expenditure on charitable activities in 2022					
Membership services	3,882	1,358	70	6	5,316
Training, examinations and approvals	2,026	1,198	151	208	3,583
Safety, Access and Welfare	1,548	1,477	111	249	3,385
Events	972	278	18	1	1,269
Total charitable activities	8,428	4,311	350	464	13,553
Total expenditure	8,594	4,455	350	464	13,863

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

7. Analysis of total expenditure (continued)

Group	Activities undertaken directly	Support costs	Designated funds	Restricted funds	2021
	£000	£000	£000	£000	£000
Expenditure on raising funds in 2021					
Fundraising, trading, cost of goods and other costs	557	137	-	81	775
Expenditure on charitable activities in 2021					
Membership services	3,350	1,326	138	4	4,818
Training, examinations and approvals	1,808	1,223	562	133	3,726
Safety, Access and Welfare	1,326	1,317	131	191	2,965
Events	673	270	20	1	964
Total charitable activities	7,157	4,136	851	329	12,473
Total expenditure	7,714	4,273	851	410	13,248

Society	Activities undertaken directly	Support costs	Designated funds	Restricted funds	2021
	£000	£000	£000	£000	£000
Expenditure on raising funds in 2021					
Fundraising, trading, cost of goods and other costs	159	137	-	81	377
Expenditure on charitable activities in 2021					
Membership services	3,350	1,326	138	4	4,818
Training, examinations and approvals	1,804	1,223	562	133	3,722
Safety, Access and Welfare	1,326	1,317	131	191	2,965
Events	673	270	20	1	964
Total charitable activities	7,153	4,136	851	329	12,469
Total expenditure	7,312	4,273	851	410	12,846

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

7. Analysis of Total Expenditure (continued)
Support Cost Breakdown by Activity

Group and Society	Fundraising £000	Membership services £000	Exams, training and approvals £000	Safety, Access and Welfare £000	Events £000	Total £000
2022						
Management	21	195	172	212	40	640
Finance	11	100	88	109	20	328
Technology and infrastructure	41	384	339	418	78	1,260
Facilities	20	193	171	210	40	634
Human Resources	14	135	119	147	28	443
Marketing and communications	37	351	309	381	72	1,150
	144	1,358	1,198	1,477	278	4,455
Group and Society 2021						
Management	21	205	189	204	42	661
Finance	10	93	86	92	19	300
Technology and infrastructure	42	410	378	407	83	1,320
Facilities	18	173	159	172	35	557
Human Resources	12	116	107	115	24	374
Marketing and communications	34	329	304	327	67	1,061
	137	1,326	1,223	1,317	270	4,273

Included in total costs above are Governance Costs of £73,176 (2021: £59,088) which include Chairman, Trustee and CEO expenses of £7,360 (2021: £3,789) and Legal, professional and audit fees of £65,816 (2021: £55,299).

	Group		Society	
	2022 £000	2021 £000	2022 £000	2021 £000
Total expenditure includes:				
Auditors remuneration				
for audit work	32	26	29	24
for non-audit work	8	7	8	7
Operating leases				
for land and buildings	19	14	19	14
for plant and machinery	205	210	205	210

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

8. Trustees and Employees

No remuneration is paid to any trustee by virtue of their position on the board with the exception of the Chairman. The Chairman's remuneration was approved by the Charity Commission and a resolution of the trustees in June 2006. The trustees who held office during the year are listed in the Directors and Officers section of this report.

	2022	2021
	£	£
Group and Society		
The cost of travel and subsistence reimbursed to 7 (2021:3) trustees during the year amounted to:	4,675	1,216
Chairman's remuneration:		
T Lord	5,310	7,965
Trustees were paid fees for examinations and other services as follows:		
N Greenwood	2,200	-
S Simpson	4,222	894

Following consultation with the Charity Commission payments to trustees for other services unrelated to their duties as trustees have been included with payments for examinations and other services as wholly permitted by the Society's articles.

The total remuneration including employer's national insurance and pension contributions payable to key management personnel, which is defined as the Chief Executive and the Senior Management Team, was £1,191,283 (2021: £1,176,209).

Staff Costs

	2022	2021
	£000	£000
Group		
Salaries and wages	5,631	5,021
Social security costs	612	532
Pension costs	277	256
Other employee costs and benefits	141	123
	6,661	5,932

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

8. Trustees and Employees (continued)

The Society operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Society in an independently audited and administered fund. The pension cost charge represents the contributions payable by the Society to the fund. Other employee costs and benefits include medical benefits and engagement costs. In the year there were redundancy or termination payments to leavers totalling £56,442 (2021: £24,217).

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

	2022	2021
£130,001 to £140,000	1	1
£90,001 to £100,000	1	1
£80,001 to £90,000	2	4
£70,001 to £80,000	-	2
£60,001 to £70,000	6	2

The items used to determine the above values are the gross salary, employer's contribution for life cover, and the taxable value of benefits in kind. An amount of £68,101 (2021: £57,678) was contributed to a defined contribution pension scheme for the 10 (2021: 10) employees whose emoluments exceeded £60,000.

The average number of employees calculated on a full-time basis analysed by function was:

	2022	2021
Charitable activities	157	143
Raising funds	3	3
	<u>160</u>	<u>146</u>

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

9. Intangible Fixed Assets

Group and Society	Education Software £000	Membership Software £000	Other IT related Projects £000	Total £000
Cost				
At 31 December 2021	607	407	684	1,698
Additions	-	-	50	50
Disposals	-	-	(9)	(9)
At 31 December 2022	607	407	725	1,739
Amortisation				
At 31 December 2021	607	407	443	1,457
Disposals	-	-	(6)	(6)
Charge for the year	-	-	42	42
At 31 December 2022	607	407	479	1,493
Net Book Values				
As at 31 December 2022	-	-	246	246
As at 31 December 2021	-	-	241	241

All intangible fixed assets developed and owned by the Society are used or intended for use for direct charitable purposes. All categories and classifications of intangible fixed assets were reviewed in the year in order to best reflect the assets use and nature. Amortisation of intangible fixed assets is charged against charitable activities.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

10. Tangible Fixed Assets

Group and Society	Motor Vehicles £000	Freehold Property £000	Computer Equipment £000	Fixtures & Fittings £000	Total £000
Cost					
At 31 December 2021	243	4,707	1,505	407	6,862
Additions	40	-	-	4	44
Disposals	(195)	-	(11)	(16)	(222)
At 31 December 2022	88	4,707	1,494	395	6,684
Depreciation					
At 31 December 2021	176	1,915	1,426	398	3,915
Disposals	(151)	-	(10)	(12)	(173)
Charge for the year	16	179	35	4	234
At 31 December 2022	41	2,094	1,451	390	3,976
Net Book Values					
As at 31 December 2022	47	2,613	43	5	2,708
As at 31 December 2021	67	2,792	79	9	2,947

All fixed assets owned by the Society are used for direct charitable purposes. Included in Freehold Property is £300,000 of land which is not depreciated. The Society also owns Royal International Horse Show trophies, the values of which are not included in the fixed asset values above.

All categories and classifications of tangible fixed assets were reviewed in the year in order to best reflect the assets use and nature.

THE BRITISH HORSE SOCIETY
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11. Fixed Asset Investments

	Group		Society	
	2022 £000	2021 £000	2022 £000	2021 £000
Listed investments	3,183	3,312	3,183	3,312
Shares in subsidiary undertakings	-	-	5	5
	3,183	3,312	3,188	3,317

	Brought forward £000	Additions £000	Disposals £000	Losses £000	Carried forward £000
Listed investments					
Group and Society					
McInroy & Wood HG Investment	3,312	53	(53)	(129)	3,183
Total listed investments	3,312	53	(53)	(129)	3,183

	2022 £000	2021 £000
Listed investments at cost	2,645	2,592
Shares in subsidiary undertakings		
Society	2022 £000	2021 £000
Shares in subsidiary undertakings as 31 December at cost	5	5

The Society owns the entire ordinary share capital of The British Horse Society (Trading Company) Limited and The British Horse Society Qualifications Limited which are both incorporated in England and Wales, are both trading subsidiaries and are disclosed in more detail in Note 6 on page 36.

In addition, the Society owns the entire share capital of the following dormant companies both incorporated in England and Wales which are held at a valuation of £nil (2021: £nil):

The College of the Horse Limited	(incorporated 1999 - company number 3750680)
Equestrian Education Limited	(incorporated 2016 – company number 10196718)

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

12. Debtors

	Group		Society	
	2022	2021	2022	2021
	£000	£000	£000	£000
Trade debtors	251	122	62	43
Amounts due from subsidiaries	-	-	443	264
VAT	3	16	3	16
Other debtors	4	4	4	4
Prepayments and accrued income	2,719	1,985	2,623	1,903
	2,977	2,127	3,135	2,230

13. Creditors

	2022	2021	2022	2021
	£000	£000	£000	£000
Creditors due within one year:				
Trade creditors	1,240	1,070	1,221	1,051
Deferred income	2,716	2,753	2,716	2,753
Taxation and social security	158	147	158	147
Accrued expenditure	87	256	72	213
Other creditors	42	40	42	40
	4,243	4,266	4,209	4,204
Creditors due after more than 1 year:				
Deferred income	274	280	274	280
Of the above the following will fall due:				
in 2 to 5 years:	45	50	45	50
In over 5 years:	229	230	229	230

In accordance with the accounting policy on subscriptions, income is recognised and time apportioned on a monthly basis giving rise to a provision for deferred income. Movements on deferred income are as follows:

	Group		Society	
	2022	2021	2022	2021
	£000	£000	£000	£000
Balance at 1st January 2022	3,033	2,927	3,033	2,927
Released from previous accounting	(2,759)	(2,647)	(2,759)	(2,647)
Income deferred in current year	2,716	2,753	2,716	2,753
Balance at 31st December 2022	2,990	3,033	2,990	3,033

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

14. Share Capital

The Society is a company limited by guarantee and as a result has no share capital. In the event of the Society being wound up, each person, who is a member at the time, or has ceased to be a member within one year of that date, is liable to contribute to the Society such amount as the Society may require, not exceeding two pounds sterling.

15. Restricted Funds

Group and Society	At 1st January 2022	Income	Expenditure	Transfers between reserves	At 31st December 2022
	£000	£000	£000	£000	£000
2026 Sport England	-	44	(70)	48	22
Access Fighting	44	7	(20)	-	31
Bighton Byway	-	10	-	-	10
Binsted Bridleway	-	20	-	-	20
Bodynfoel Award	11	-	-	-	11
Challenge Rides	11	1	-	-	12
Changing Lives Through Horses	248	185	(186)	-	247
Faith Hope and Charity	15	-	-	-	15
Grass Sickness Biobank	1	5	(20)	14	-
Healthcare Clinics	24	8	(17)	(6)	9
Helping Horses	36	6	(8)	-	34
Helping Horses on the Move	16	-	(10)	-	6
Hurst Legacy	466	13	(44)	-	435
Look Out for Laura	-	31	(26)	-	5
Paths for Communities	77	29	(13)	-	93
Responsible Breeding	20	-	-	-	20
Road Safety	20	11	(12)	-	19
Saddlers Training	7	29	(26)	-	10
Second Chance	20	54	(2)	-	72
Other funds:					
All balances of £10,000 or less					
or less than £10,000 income	51	23	(10)	-	64
	1,067	476	(464)	56	1,135

2026 Sport England Fund is a grant aided programme to achieve the mapping and preservation of historic routes and the safeguarding of bridleways for the benefit of equestrians and the general public.

Access Fighting Fund was set up to engage in legal proceedings on behalf of all equestrians.

Bighton Byway Fund is a grant aided project for improvements to Bighton Byway.

Binsted Bridleway Fund is a grant aided project for improvements to Binsted Bridleway.

Bodynfoel Award Fund and the interest thereon finances the annual award to an individual who has done the most in the previous 12 months to forward the Society's objectives.

Challenge Rides Fund was created for welfare assistance and training.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

15. Restricted Funds (continued)

Changing Lives through Horses aims to improve the lives of young people who are disengaged and at risk of becoming excluded, using horses as the inspiration for change. Faith, Hope and Charity Fund supports Faith, Hope and Charity and 'other ponies like them' Grass Sickness Biobank Fund finances a programme of research into equine grass sickness. Healthcare Clinics Fund supports clinics as part of the BHS welfare programme. Helping Horses is designed to change the behaviour, through education, of people who do not look after their horses properly. Helping Horses on the Move Fund is a bespoke horse welfare vehicle funded by a grant from SEIB against which the depreciation of the vehicle is charged. Hurst Legacy is a specific legacy for bridleway improvement in the Storrington area. Look Out For Laura Fund is a partnership to produce a film supporting vulnerable road users. Paths for Communities Fund is for bringing equestrian routes into use. Responsible Breeding is designed to tackle overbreeding through education. Road Safety fund facilitates research of safety for the ridden or driven horse. Saddlers Training Fund provides the annual grant for specific training activities held by the British Horse Society and other riding disciplines. Second Chance Fund was established to rehome horses who have suffered an unhappy past giving them a second chance to rest, recover and rediscover a better life.

16. Designated Funds

Group and Society	At 1st January 2022	Expenditure	Transfers between reserves	Designations	At 31st December 2022
	£000	£000	£000	£000	£000
Access 2026	7	(5)	-	-	2
Access Field Officer Wales	36	(31)	-	-	5
Access Fighting Fund	-	-	-	50	50
BRC Transformation	-	-	-	40	40
Bursaries	112	(6)	-	-	106
Career Transition	300	(67)	-	200	433
Changing Lives Through Horses	-	-	-	100	100
Customer Insight	-	-	-	250	250
Digital Transformation	653	(207)	-	430	876
Driving Force	200	-	-	-	200
EDI Strategy	-	-	-	50	50
Fit for the Future	9	-	(9)	-	-
Forever for the Horse	87	(3)	(14)	-	70
Government Action	22	-	-	-	22
Hardship Fund	22	-	-	-	22
Healthcare Clinics	2	(7)	5	-	-
Horse Accident	5	-	-	-	5
International Development	83	-	-	-	83
Paths for Communities	25	-	-	-	25
Ride By Your Side	217	(24)	10	50	253
Sport England 2026	-	-	(50)	50	-
	1,780	(350)	(58)	1,220	2,592

16. Designated Funds (continued)

Access 2026 Fund facilitates the obtaining and digitising of historical map evidence, the research of historic equestrian routes and the submission of definitive map modification orders.

Access Field Officer Wales supports the role in Wales for the first year of operation.

Access Fighting Fund was set up to engage in legal proceedings on behalf of all equestrians.

Bursaries Fund is earmarked for the support of education and training bursary activity.

Career Transition Fund is aimed specifically to support those who have completed their BHS Stage 1 or Stage 2 and want to progress to Stage 3 and to develop the equine industry workforce.

Changing Lives Through Horses aims to improve the lives of young people who are disengaged and at risk of becoming excluded, using horses as the inspiration for change.

Customer Insight

Digital Transformation Fund is designed to finance and support the improvement of the BHS digital infrastructure to enhance engagement and communication with stakeholders.

Driving Force Fund supports the provision of two bespoke, multi-function agile vehicles for welfare, educational and promotional purposes.

EDI Strategy Fund supports advice and content to progress and embed the Society's EDI strategy.

Fit For The Future supports research and programme activity to inform business strategy.

Forever for the Horse Fund is to support tackling specific equine welfare, education and access issues as they arise.

Government Action Fund provides for lobbying at national level.

Hardship Fund is established to support the wellbeing and welfare of horses and ponies in BHS Approved Centres during, and as a consequence of the global pandemic.

Healthcare Clinics Fund was set aside is to deliver castration related activities.

Horse Accident Fund is for the improvement of information and functionality of the Horse Accident reporting structure.

International Development supports the development of centres and assessment resources overseas.

Paths for Communities Fund is for bringing equestrian routes into use.

Ride By Your Side Fund supports the promotion of the Society as a friendly, caring, supportive presence for its members and stakeholders.

Sport England 2026 Fund is designed to support the grant aided programme that operates within restricted funds.

Transfers between reserves

The unrestricted, designated and restricted funds are reviewed regularly by senior management and trustees. This exercise identifies where there is a relationship either within or between funds, for example where designated funds are made available to support activities already existing within restricted funds. Designated funds are subject to reclassification and review as to ongoing suitability and purpose.

THE BRITISH HORSE SOCIETY
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17. Other Unrestricted Funds

	Group		Society	
	2022	2021	2022	2021
	£000	£000	£000	£000
Charitable funds:				
At 31 December 2021	5,764	5,725	5,769	5,731
Net income and expenditure	1,201	1,875	1,201	1,874
Transfers to and from designated and restricted funds	(1,218)	(1,836)	(1,218)	(1,836)
At 31 December 2022	5,747	5,764	5,752	5,769
Non-charitable trading funds:				
At 31 December 2021	(66)	(115)	-	-
Result for the year	(52)	49	-	-
At 31 December 2022	(118)	(66)	-	-

18. Analysis of Group Net Assets between Funds

	Unrestricted funds	Restricted funds	Total funds
	£000	£000	£000
Fund balances at 31 December 2022 are represented by:			
Intangible fixed assets	246	-	246
Tangible fixed assets	2,709	-	2,709
Fixed asset investments	3,183	-	3,183
Term deposits and current asset investments	2,507	-	2,507
Cash at bank and in hand	1,016	1,135	2,151
Other current assets	3,077	-	3,077
Creditors	(4,517)	-	(4,517)
Total net assets	8,221	1,135	9,356

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

19. Financial Commitments

Operating Lease Commitments

	2022	2021
	£000	£000

The total future minimum lease payments under non-cancellable operating leases are as follows:

Group and Society

Payments within one year:

Land and buildings	19	19
Plant and machinery	217	204
	<u>236</u>	<u>223</u>

Payments within two to five years:

Land and buildings	78	78
Plant and machinery	261	125
	<u>339</u>	<u>203</u>

Payments after more than five years:

Land and buildings	<u>84</u>	<u>84</u>
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Capital Commitments

In 2021 the Society secured two chassis for future purchase and fit out in support of the Driving Force initiative. It is estimated that each vehicle will cost £80,000. The chassis were secured during difficulties in vehicle procurement and supply and a deposit of £20,000 per vehicle was recorded in the year ended 31 December 2021. This situation remained the same at 31 December 2022. The procurement and fit out of the two vehicles will be completed during 2023 and they will be commissioned for use and added to the fixed asset register.

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20. Related Party Transactions

Subsidiaries

The British Horse Society owns 100% of the share capital of The British Horse Society (Trading Company) Limited and The British Horse Society Qualifications Limited. The registered office of both subsidiaries is Abbey Park, Stareton, Kenilworth, Warwickshire CV8 2XZ. During the year the transactions with these companies were as follows:

	2022	2021
	£000	£000
The British Horse Society (Trading Company) Limited:		
Qualifying donation	76	28
Intercompany trade and recharges	43	41
Amounts due from subsidiary	304	107
The British Horse Society Qualifications Limited:		
Intercompany trade and recharges	(50)	(25)
Amounts due from subsidiary	139	157

Other related parties

T Lord is a director and shareholder of Berkshire Riding Centre Limited (company number 03193741) and S McCarthy is a director of Aberdeen Riding Club Limited (company number SC159535). During the year transactions with these companies were as follows:

	2022	2021
	£000	£000
Berkshire Riding Centre Limited		
Equestrian Education and Facility Services	8	5
Aberdeen Riding Club Limited		
Equestrian Education and Facility Services	1	1

THE BRITISH HORSE SOCIETY

England & Wales - Charity number 210504

Accounts

THE BRITISH HORSE SOCIETY

(Company Registration Number 00444742)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

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For the year ended 31 December 2021



BUCKINGHAM PALACE

The British Horse Society's Annual Report and Financial Statements for 2021 effectively demonstrate the Society's emergence from the challenges of the pandemic with a strong platform for the future. As we increasingly return to the pastimes, activities and events that we love, and have so missed, the British Horse Society will more than ever be a trusted source of advice and support for the equestrian community. I believe the extra resilience, experience and knowledge it has gained over the last couple of years will add immeasurably to what it does.

I was fortunate to experience the work of the Society first-hand during 2021. In September I was invited to one of the Society's Healthcare and Education Clinics, a pioneering educational initiative to combat the horse welfare crisis, prevent overbreeding and to facilitate compliance with equine identification legislation. These clinics, so ably supported by the volunteer vets from the British Equestrian Veterinary Association, build relationships with local communities and provide healthcare and awareness where it may otherwise not be available or sought.

I was also delighted to attend the Society's Annual Awards in November, at Newbury Racecourse, to recognise the achievements of the volunteers and supporters which make such a positive contribution to the charity's work. It was wonderful to be able to celebrate the Award recipients for both 2020 and 2021, and to experience one of the Society's hugely enjoyable Charity Race Days, which are now becoming a regular feature in the equine calendar highlighting the many strands of the Society's activities.

I congratulate the Society's trustees, executive team, volunteers and partners on a successful, impactful year and along with many of the Society's followers I look forward to the 75th Anniversary celebrations commencing later this year.

THE BRITISH HORSE SOCIETY
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CHAIRMAN'S STATEMENT

The board of trustees, which also acts as the board of directors for the purposes of the Companies Act, presents the Society's Annual Report and Financial Statements for the year ended 31 December 2021. In doing so the trustees have adopted the provisions and guidance of all relevant legislation and standards.

Looking back, what a challenge the last two years have been. But looking forward, what a position of strength the Society finds itself in. In our introduction to last year's annual report we were able to outline how well the BHS has served its membership and the wider public in response to the most extreme conditions of the pandemic, in the face of national and international hardship and the most sustained attack on livelihoods, health and mental health of modern times.

These challenges continued into and throughout 2021. We built on the experiences and lessons of 2020 and our organisational preparedness ensured we were resilient and proactive and a source of advice and guidance to all equestrians as we steadily emerged from restrictions to a more normal way of life.

As an organisation we continued to adapt to those circumstances, with our employee team working from home and headquarters in whichever combination and proportion worked best for their particular specialism, department, customers and stakeholders. Throughout, we have prioritised the safety and wellbeing of our people wherever they are located. Our technology has stood the test, and we were able to engage our committees, advisory groups and many other audiences in a hybrid of video calls and face to face meetings. While we will retain the practical, virtual platform, being able to engage with our members in a more personal way has been one of the positive themes of 2021, which has happily continued into 2022.

As the situation was evolving for the nation as a whole, it was for the Society too. The trustees continued the strategy of applying BHS resources where they were needed most. In the following pages you will be able to read in detail the areas where we have made an impact over the year and into 2022.

Our Hardship Fund, initiated in 2020, continued throughout the first quarter of the year to provide feed and forage, bedding, farriery and essential veterinary treatment for horses and ponies in BHS Riding Schools and Centres. As activities started to open up more, our main support mechanism then became our own version of Bounce Back Grants – to support the return to participation across the industry and the enhancement of equipment and facilities available in BHS accredited venues.

We have again risen to the challenge to identify, maintain and promote safe areas to ride.

Our Safety Department continues to work collaboratively with many agencies and authorities – promoting the rights of, and seeking to improve the experience of horses, ponies and riders when using the national road network. Following on from the successful introduction of the Horse i app, an innovative tool for reporting horse related road incidents, and the increased awareness through the Dead Slow campaign, we played a vital role in formulating the proposals for the recognition of vulnerable road users within The Highway Code that went to Parliament in December of 2021, which became reality when the revised code was issued in March of this year.

Throughout 2021, with the 2026 cut-off date for the recognition of bridleways in England and Wales getting closer, our Access Team accelerated our work to record and save historical bridleways from disappearing. We were on target with our number of applications made in 2021 to ensure those routes were recorded on the definitive map. It was encouraging when the postponement of the deadline was announced in March of this year, but irrespective of the deadline, this valuable work continues.

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CHAIRMAN'S STATEMENT (continued)

Our renewed programme of equine welfare and care events grew with the increased ability to go out and about in the year, visiting communities, building relationships and increasing awareness of the whole range of horse health and wellbeing issues. Add to that our partnership working in terms of research to combat equine diseases, and our impact in this area continues to be significant and pioneering.

Our positive financial performance over the last two years has allowed us to enhance our designated funds and earmark resources for projects and programmes which will build on the impact that is included within this report.

As world events occupy all our minds, the trustees have been conscious of the potential impact on our international work. In recognition of the many practical and logistic challenges we have faced in this area the trustees have understandably decided to consolidate, preserve and protect rather than invest and expand in this area. As we are ruling off on 2021 and 2022's cost of living crisis intensifies in the UK we will undoubtedly be facing new challenges.

I am delighted to report that in the recent trustee elections I was re-elected to the board as a generalist trustee. Also, please join me in congratulating Sally McCarthy and Sarah Simpson who were also re-elected to their roles as Generalist Trustee and Specialist Trustee for Education respectively. We extend a warm welcome to Nicola Greenwood who replaces Fran Mason as Specialist Trustee for Access. A big thank you to Fran who steps down having completed her term of office. We also welcome Beverley Simms, our most recently co-opted trustee who specialises in Equality, Diversity and Inclusion and will lead the development of our work in these areas.

Join me in thanking our trustees, volunteers, members, supporters and partners and our entire staff team as you read through the achievements contained herein.

As we prepare to meet the challenges ahead, the Society certainly has a great platform for the future.



Tim Lord - Chairman
June 2022

THE BRITISH HORSE SOCIETY
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For the year ended 31 December 2021
TRUSTEES' REPORT

Status

The British Horse Society is a charitable company incorporated in England. It does not have a share capital and is limited by guarantee. The company is registered as a charity with the Charity Commission and the Office of the Scottish Charity Regulator.

Objectives

Article 2 within the Society's Articles of Association outline the following charitable objectives:

- to promote and advance the education, training and safety of the public in all matters relating to the horse;
- to promote the use, breeding, well-being, safety, environment, health and management of the horse for the public benefit;
- to promote community participation in healthy recreation involving the horse;
- to promote and facilitate the prevention of cruelty, neglect, or harm to horses and to promote the relief, safety, sanctuary, rescue and welfare of horses in need of care, attention and assistance; and
- to promote and secure the provision, protection and preservation of rights of way and of access for ridden and driven horses over public roads, highways, footpaths, bridleways, carriage ways, public paths and other land.

For the purpose of the Society's objectives and activities, horse means any member of the family Equidae

Our Vision

Every horse is respected, protected and enjoyed by knowledgeable, caring people.

Our Mission

We are the charity dedicated to knowledge and encouraging people and horses to enjoy life together

Our Values

Horses First	The Horse is at the heart of all we do
One Team	We collaborate with and value our employees, members, supporters and partners
Respect	We are inclusive and deliver with respect, integrity, dedication and passion
Supportive	We support horses and people to enjoy life together safely
Excellence	We strive for excellence in everything we do

THE BRITISH HORSE SOCIETY
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TRUSTEES' REPORT (continued)

Board of Trustees

The Board of Trustees governs the Society and is responsible for the management of the charity's affairs. The Board consists of:

- between seven and nine members elected by the Society's membership;
- up to three co-opted members; and
- the Chairman

Elected members serve a term of office of three years, co-opted members serve a term of office until the next trustee election. Elections are held annually and are structured to elect members to the board with complementary skills and expertise.

Legal Status of Trustees

The Board of Trustees are registered as trustees with the Charity Commission. They are also the statutory directors of the company and as such are registered with Companies House. Throughout this report the term "Trustee" is used to mean "Trustee and Statutory Director of The British Horse Society". The term "Director" is used to mean the senior member of staff in charge of a directorate.

Qualifying third party indemnity provision is in place for all trustees and directors.

Induction of Trustees

Newly elected trustees take part in a comprehensive induction which sets out their duties and responsibilities as Trustees, together with a programme setting out the aims and operations of the Society and its strategic objectives. The Trustees have access to professional and legal advisers and receive briefings and training on any legislative or good practice issues in respect of the Society's affairs.

Board Activity

The Board of Trustees meets a minimum of six times each year, and in addition, meets with the Society's senior staff to set the direction and strategy of the charity. This cycle of meetings establishes, monitors and evaluates the Society's plans; develops strategies for the delivery of the Society's objects; and identifies the resources, financial and human, required to deliver them.

Board Committees

The Society's Articles make provision for three committees with specific rules for their composition, remit and the frequency of meetings:

- Finance Committee
- Audit Committee
- Nomination Committee

The Board may also appoint such other Board or Advisory Committees as shall be considered beneficial to the Society and delegate to it such powers and functions for it to perform its purpose.

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TRUSTEES' REPORT (continued)

Disclosure of Information to Auditor

The Board engage an independent firm of auditors and so far as the trustees are aware there is no relevant audit information of which the charitable company's auditor is unaware, and they have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

Trustees' Responsibilities in Respect of the Trustees' Annual Report and Accounts

The Trustees are responsible for preparing the Trustees Annual Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare accounts for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group, and of the income and expenditure of the group for that period. In preparing these accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts
- Prepare the accounts on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The Trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable them to ensure that the accounts comply with the Companies Act 2006, the Charities and Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Going Concern

The trustees confirm that they consider it appropriate to adopt the going concern basis of accounting in preparing the financial statements, and do not consider that there are any material uncertainties to the group's ability to continue to do so over a period of at least 12 months from the date of approval of the financial statements. Further detail is provided in the Going Concern accounting policy on page 31.

Public Benefit

The Trustees confirm, that in their opinion they have complied with the duty in Section 17(5) of the Charities Act 2011, to have due regard to public benefit guidance issued by the Charity Commissioner. The objectives of the Society benefit every horse and rider and the public at large.

The Society contributes to the safety and growth of the equestrian industry by encouraging people of all ages and from all sections of society to participate in equestrian activities, by promoting a range of horse-related activities, by working to maximise the opportunities for people to ride in safe environments, and by supporting those people and businesses who provide equestrian facilities.

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TRUSTEES' REPORT (continued)

Investment Policy

The trustees reviewed and revised the Investment Policy during the year and the key components of the policy are as follows:

- The overall objective is to maintain and grow the purchasing power of the portfolio assets with reference to the Reserves Policy
- The trustees adopt a medium level of risk, with an unwillingness to tolerate permanent losses but with an understanding that target returns may lead to a degree of volatility and short-term fluctuations in value
- The majority of investments should be readily realisable, liquid and traded on recognised exchanges
- The assets are expected to be well diversified by class and geographical spread
- Investment managers are instructed to assess each investment as to its ethical and reputational suitability for inclusion in the Society's portfolio.

Website and Other Media Channels

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Society's website and other media channels. The Trustees are mindful that legislation in the United Kingdom, particularly governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

Reserves

The management of the Society's reserves is an integral part of the trustees' overall approach to planning and risk management, and the framing of an appropriate reserves policy is essential to the ongoing delivery of the Society's charitable objectives. In determining a Reserves Policy, the following factors have been considered:

- The requirement for protection against a significant loss in income
- The need to ensure the provision of adequate resource (human and financial) in the event of the need for a period of recovery
- The capability to respond to growth and investment opportunities when the need arises
- The need to sustain a level of professional staff

Reserves Policy

Ultimately, the trustees wish to maintain freely available reserves at a level that enables the charity to withstand a significant loss in revenue. The trustees have identified that the exposure from such a significant loss would be within an operating range of £4.5 million to £6.0 million. The trustees require that cash or assets easily convertible to cash are maintained at that operating range.

The trustees have also identified that the level of non-refundable income deferred into future periods is sufficient to sustain 6 months' worth of staff resource.

In addition, the trustees seek to earmark funds generated in year for programmes and projects to:

- meet an immediate charitable need arising from external economic factors
- assist forward planning of charitable initiatives
- increase the charity's capability to deliver its objectives through improved infrastructure

The level of unrestricted, undesignated reserves at 31 December 2021 is £5,698,000 (2020: £5,610,000) which is within the acceptable range identified by the trustees.

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STRATEGIC REPORT

Although our planned activity for 2021 continued to be curtailed due to the effects of the coronavirus pandemic, we were determined to flex our plans and continue to make an impact in each of our areas of work and across each of the BHS territories. The following pages outline that impact, by department, and identify the beneficiary or stakeholder group where possible.

Access

2021 has seen the Society invest further in its regional Access Team, with the appointment of two more Access Field Officers, one covering our North and North West regions and one covering Wales. We continue in our plans to support Access related activity across all of our regions.

The Society has raised the visibility of equestrian access across the home nations, and we are now able to make representations in respect of many more national and local development plan consultations, as well as planning applications for the inclusion of equestrian access in route proposals and active travel schemes. This work has been promoted to the public and received significant positive response. In fact, the demand for access advice is ever present and our team respond to an average of 1,688 enquiries per week.

Throughout the year we have continued to lobby for parity of access and inclusion when access is being provided. Meetings with Steven Barclay MP, Chief Secretary to the Treasury, George Eustice, Secretary of State Environment, Food and Rural Affairs, Defra and Natural England Officers led to equestrian's inclusion in access and active travel proposals, an extension to the 2026 cut off date, and for equestrian access to be included in the new Environmental Land Management Scheme.

In Wales we wrote to all of the Senedd candidates setting out our access priorities, and continued to contribute to the Wales Access Reform Programme.

Our work in Northern Ireland in 2021 saw the first true multiuser route being opened at Gortin Glen Forest, and at Drumkeeragh Forest, a 200 hectare area of land with waymarked horse trail and multiuser trails. Both of these sites previously operated a permit system, and both sites removed these, enabling free access for equestrians. Drumkeeragh is trialling the first Horse Friendly Vehicle Barrier to be installed in N.I., and the first ever Accessible Mounting block was part funded by the BHS Ride Out Fund and installed in Gortin Glen Forest enabling lesser able riders and those reliant on wheelchairs to have greater support when mounting. A local RDA centre can now lead rides around this forest. The 2022 Access Strategy for Northern Ireland was also published along with the creation of the "Riding Out in Northern Ireland" short video to promote responsible use.

During 2021 BHS Scotland responded to 80 Scottish planning consultations, held 13 days of Ride Out UK (ROUK) rides across the nation and managed a large access caseload on behalf of horse riders and carriage drivers. The Society continues to pursue improving equestrian access through active travel channels, working with other recreational bodies and with Scottish Forestry. The Society has also worked with visitor management projects in Scotland to encourage responsible behaviour in the increasingly busy countryside.

Adrian Bigg, our regional access and bridleway officer for the South West was voted as the Horse and Hound volunteer of the year. Lynda Warth, our county access and bridleways officer was a highly commended Sir Colin Spedding Award finalist in recognition of the sheer scope of the access work she undertakes on behalf of equestrians in Cambridgeshire and around the country.

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STRATEGIC REPORT (continued)

With the pandemic continuing we held the societies first ever virtual UK wide Access Conference hosting 80 delegates which was a great success.

Volunteer support continues to grow with 15 Level 1, 2 or 3 Training Days run throughout the country and 19 webinars, training more than 300 people to have greater impact on protecting access in their area.

Throughout 2021, with the 2026 cut-off date for the recognition of bridleways in England and Wales getting closer, we accelerated our work to record and save historical bridleways from being extinguished. With 973 applications being made in 2021 to record those routes on the definitive map, imagine our delight when the postponement of the deadline was announced in March 2022. Irrespective of the deadline though, this valuable work continues.

Our Ride Out UK campaign in 2021 was a huge success. Despite the continuing pandemic 35 of the 50 planned ROUK events went ahead this year, and along with the Rideathon Challenge, over £24,000 has been raised towards the Ride Out Fund, enabling additional funding for projects which open and enable safe off-road equestrian access throughout the UK.

Education

Whilst COVID restrictions did continue to present difficulties in running assessments in the first four months of 2021, activity recovered significantly thereafter with over 4,500 units taken by candidates for BHS Assessments. BHS Education is definitely back up and running.

Development continued apace with the introduction of our Pony Stars Junior Challenge Awards - a new initiative for under 12s. Introduced in March, the awards comprise 100 topics and are delivered by APCs and BHS Approved Centres. And since, BHS has delivered over 10,000 packs, facilitating over 500,000 challenges for junior riders.

Following on from industry requests we have developed a CPD Risk Awareness Course. Delivered by expert coaches, this three-hour online course is interactive and is aimed to remind coaches about the importance of risk awareness and risk management. The course promoted discussion and engagement and served to bring relatable real-world scenarios to life.

We have developed and piloted an Inclusive Coaching level 3 qualification. This aims to develop a coach's use of soft skills such as communication, language and interpersonal skills, and reflect how the use of these can positively or negatively affect the relationship between the coach and the client. This vital support to enhance the coach's skills and knowledge giving them the tools and confidence to adapt their skills to meet the needs of a wide variety of clients will be rolled out during 2022.

With the stop-start nature of the last two years we felt it important to re-engage with our coach and centre community. We ran a comprehensive programme of Back in Touch Days with 15 face to face events with over 400 coaches attending plus one final virtual event that had 100 participants. We were able to share important updates, engage with coaches and centres, and understand how the pandemic had affected the education landscape.

We have worked with our current first aid providers SkillsBase, to develop an equine specific workshop-style course. It provides support and tools to industry professionals (and volunteers) to support and signpost individuals (both adults and children) who may be experiencing mental health challenges. This covers some of the concerns seen in equestrian such as eating disorders and male suicide. A fantastic course to support anyone in the industry.

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STRATEGIC REPORT (continued)

Fundraising and Associated Initiatives

In 2021 we continued the implementation of the Fundraising Strategy. One of the key objectives is to grow the contribution from Charitable Trusts and Granting Bodies. We have been successful in securing considerable support for the Changing Lives through Horses programme.

We secured a grant from the Road Safety Trust for a joint piece of research with Cycling UK to look at the impact of humanising cyclists and riders to change drivers' attitudes towards them.

An implicit association test has been conducted and is being evaluated by Nottingham Trent University (NTU) to determine the impact of the resulting video. This partnership work, along with Cycling UK will be invaluable as often road safety is disparate with partners working on similar projects, alone. Working together will have greater reach and impact.

We continue to support the Equine Grass Sickness (EGS) project being carried out by the Moredun Foundation. The BHS has committed to raise funds for three years to support the biobank which will be a store of samples collected for research into EGS.

Legacy Giving is another key objective of the Fundraising Strategy. We have implemented a plan of Legacy Days hosted at BHS Approved Riding Schools. This has provided a unique opportunity for individuals considering leaving a legacy to see some of the work of the BHS first-hand. This has included observing young people taking part in the Changing Lives through Horses programme and meeting some of the Second Chance horses and ponies who have been rehabilitated in our riding schools. This approach is proving successful with members pledging to leave a gift in their will.

We ran two very successful Charity Race Days at Wetherby (October) and Newbury (November). In total 20 sponsored riders took part in our designated races which together with auctions on the days generated over £50,000 to support our campaigns with members and guests alike having a hugely enjoyable time.

The British Horse Society is registered with the Fundraising Regulator. We monitor our fundraising activities to ensure we follow the Code of Fundraising Practice and the Fundraising Promise, with no complaints arising in 2021.

Membership

We started the year with 116,320 members and ended the year with 117,420 members. A net growth of 1,100 members in total. We actually saw a 4.19% growth of membership in the UK. Unfortunately this gain was counterbalanced to a degree by the loss of Gold members in Ireland following Brexit. Despite the Society's best efforts to find a solution, we were unable to extend our Gold membership offer with insurance outside of the UK.

Domestically, we saw our best membership retention figures to date following continued significant improvements to our membership journey communications and our continued drive to serve the equestrian community.

We continue to strive for a high value for money proposition with our membership offer, with the cost of membership balancing the provision of attractive member benefits with the integral support for our charitable aims.

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STRATEGIC REPORT (continued)

Participation

British Riding Clubs

Despite having to reduce our normal programme of events we were delighted to be able to run four out of seven championships in 2021, all of which were a great success. Our faithful BRC volunteers were out in force to support us, and thanks must go to them and our sponsors for their continued support.

In an innovative and complex undertaking, the previously cancelled 2020 and 2021 dressage aspects of the Novice and Intermediate Winter Championships were held online in Spring 2021. We had over 1,250 entries, enough to fill 60 arenas, if we had run a physical event. The BRC team worked incredibly hard to ensure those people that had to miss a championship due to lockdown had a chance to represent their club nationally and more importantly, have fun. In total, we had 18,700 entries at qualifiers in 2021.

A number of online clinics took place throughout the Autumn months, giving clubs and members helpful advice on a number of subjects including GDPR, Health and Safety, competition rules and committee roles. We had thought that the popularity of these online events would wane after lockdown restrictions were lifted, but they remain ever popular, and we are delighted to be able to offer this support. Our online Christmas Cracker dressage competition was also hugely well supported, with over 380 entries.

Clubs were seeking to re-engage with members and looking to recruit new members after the various restrictions had been in place and we were pleased to be able to assist and we duly relaunched our Marketing Toolkit to clubs in the summer of 2021 and offered them online marketing support.

BRC teamed up with BHS Welfare throughout 2021, who were on hand with the weighbridge to offer advice to members at our national championships, as well as continuing their articles in Rider Magazine. We were also pleased to work with the Education Team, offering a special Pony Stars Junior Challenge Awards initiative to our clubs and members.

Changing Lives Through Horses

The summer of 2021 saw the culmination of 18 months development work with the relaunch of the Changing Lives Through Horses Programme – offering an increased age range from 5 – 25 and now with two award structures with session plans linked across all school curriculums.

Accompanying the new programme were brand new materials and supporting documents to support our approved centres to offer the programme, including a comprehensive coach handbook, new notebooks for participants and new explorer award booklets aimed at our older participants. The programme now had an educational robustness and clear progression pathways for participants.

Our new Centre training moved online as a result of COVID with a new set of training resources. This has been an incredibly positive transition, meaning we can train more centres in a timely manner with a greater geographical range. Centres have reported that they like the collaborative nature of the training sessions.

Networking with our coaches and centres has had an increased focus with monthly coffee morning sessions and the introduction of termly CPD topics aimed at developing the skills and knowledge of our coaches around the young people who access the programme. Topics so far have included

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STRATEGIC REPORT (continued)

Understanding Young People with additional social, emotional and mental health needs and Anxiety and the Impact on Learning.

The growth of the programme has led to a growth in the CLTH team and we ended 2021 approaching the moment when our 1,000th all-time participant would be enrolled on the programme – with over 300 young people currently actively accessing sessions across the UK in over 35 centres.

Approved Centres

After the uncertainty of the last two years we were pleased to end the year with 635 Approved Centres. Of these, 12 were completely new and we also had a further 28 applications pending to become an Approved Centre. We are working hard to support and sustain our numbers of approved centres and our new Business Support Managers visited 123 Centres over the year and every one of our Centres had direct contact from us to offer any support they may need.

We were delighted to team up with Sky to be part of an initiative to offer free riding sessions. This was an opportunity to market the sport to an audience that the BHS would not usually reach. We had 35 Centres take part offering riding experiences to 926 participants in 2021 and Business Support Managers are currently recruiting centres to ensure this is a success again in 2022.

Throughout the pandemic it has been the BHS strategy to offer trusted business support advice, political lobbying and financial aid to BHS Approved Centres who were greatly impacted by the pandemic. The BHS Hardship Fund provided support of over £1,000,000 for the welfare of horses and ponies in our BHS Approved Riding Schools. We followed this support with a new Bounce Back grant for our Approved Centres. This grant was designed to increase participation by supporting business growth by engaging with new groups or providing new activities and experiences for existing clients. The BHS awarded over £168,000 to 71 centres to enable them to purchase equipment to increase participation and diversity at their centres and to encourage participation after the challenges experienced through COVID restrictions.

The Approved Centre Team further supported our Centres by holding a total of 29 virtual coffee mornings on a variety of topics. These had an average of 10 Centres on each call. The BHS Riding Schools Championship was held virtually, due to the pandemic, but still attracted 78 riders across 9 centres and offered non-horse owning riders the chance to compete at a National level. We worked very closely with the RSPCA on our Second Chance project, which attracted 239 applications from Centres to rehome a Second Chance pony and resulted in 65 horses and ponies being successfully rehomed through the scheme.

Regions and Nations

Our Regional and National managers held over 400 education and participation events across the UK, engaging over 6,000 members and supporters. With the early part of the year still in lockdown, the team created a full programme of virtual events which were well received and are now part of our overall Winter calendar. It was wonderful to welcome back members face to face, from the beginning of the Summer and our Ride Out UK pleasure rides were a highlight as well as camps, clinics, talks and continual professional development events.

Our National Managers in Scotland, Ireland and Wales continue to work closely with devolved governments to represent the interests of horse riders and owners to great effect. We were also delighted to open our new Operations Hub in Stirling to support our members in Scotland and the North of England.

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STRATEGIC REPORT (continued)

Safety

The BHS Safety Team had a successful year after the challenges of 2020 and were able once again to build on all the partnership working that has been developed with key stakeholders in all our departmental strands. The Dead Slow campaign occupied most of our time and resources, but we had significant impact in many areas. This award-winning campaign is aimed at improving the safety of horses, riders and carriage drivers on our roads. It educates drivers in how to pass horses safely, but also gives safety advice and information to riders. It has three strands, Safer Drivers, Safer Riders and Safer Horses.

The new proposals in the Highway Code for vulnerable road users were laid before Parliament in December. The BHS were part of the Stakeholders Review Group alongside the Department of Transport, DVSA, Cycling UK and Living Streets. The new proposals affecting equestrians were based around the BHS Dead Slow campaign wording for drivers and the 'Be Nice Say Hi' campaign for interaction between equestrians and cyclists.

This is a significant step in making it safer for horses, riders and carriage drivers on the roads in England, Scotland and Wales. These proposals would not have been in the Highway Code without the influence of the Safety team.

We have continued to be involved with Road Safety Partnerships, Road Safety GB, the Police, Fire and Rescue Services and Driving Instructors. We have facilitated and participated in many Road Safety Webinars and been asked to speak and present to road safety professionals.

The partnership approach has had good effect working with local authorities, including placing Dead Slow signs at locations where there have been hot spots identified or near misses reported to the BHS on our Horse Incident website. This reporting system was further enhanced by the release of the BHS Horse i app in March. This app makes it easier and quicker for equestrians to report road incidents to the BHS. The other incidents that can be reported relate to: Fireworks, Dog, Drones, Low Flying Aircraft and Slippery Road Surfaces. There has been great take up of the app with 12,000 downloads. We aim for many more.

We have also worked with Police Units across the UK, partnering them with Close Pass Operations in identified safety hot spots. Drivers who pass plain clothes mounted police officers too fast or too close are stopped and educated with Dead Slow advice.

The BHS published the Department for Transport funded report Horse Incident Reporting Awareness Study in November. The BHS were awarded a grant from the Department of Transport to review and refine the Horse Incidents website and encourage more riders to report incidents. A researcher was employed as part of the grant, and improvements to the website, together with the app were part of the recommendations.

The BHS were also awarded a grant from the Road Safety Trust to make an educational film together in partnership with Cycling UK to inform drivers how to pass horses and cyclists safely but also to show that riders may well be, for example, firefighters and nurses, a very topical production that is under evaluation by Nottingham Trent University.

We have held Road and Rider Awareness events, training for commercial driving companies, and attended Driving Instructor Conferences and major motoring events, to inform drivers, riders and other vulnerable road users of responsibilities and advice on how to stay safe on the roads when passing horses.

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STRATEGIC REPORT (continued)

The Safety Team have been able to continue the Henry the Horse initiative, to inform 9- and 10-year-olds how to walk or cycle safely past horses, delivered in schools, in a COVID-friendly way. It also gives the Dead Slow messages to parents. This initiative is being evaluated by ROSPA and has continued to have superb reviews from parents, head-teachers and the school children themselves.

The BHS have also been consulted by the Governmental Office of Product Safety and Standards regarding Firework safety and equestrians giving them relevant information from the Horse i App.

Welfare

We had an uncertain start to the year with our face-to-face events curtailed until the start of May due to the ongoing pandemic and associated restrictions. All our Healthcare Clinics for the Spring were postponed. As soon as we were able to we headed out in force with a full programme of proactive initiatives. Our Horse Care and Welfare Vehicle attended an incredible 45 events nationwide where we quite literally got hands-on engaging with 1,284 horses and 1,159 horse owners. We visited a huge range of shows, BHS Approved Centres, colleges and BRC competitions.

In the Autumn we held 3 clinics – in Clitheroe, Ashford (Kent) and Bridgend - and 116 horses attended. Sixty-six horses were castrated at the clinics. Our clinics aim to break the cycle of indiscriminate breeding by reaching out to owners and communities who may not normally seek regular healthcare for their horses who have been identified as vulnerable. At our Healthcare Clinic in Ashford, we were honoured to be joined by HRH, The Princess Royal. An amazing 1,424 horses have attended the clinics since we first started them and 666 have been castrated. This is over 3 times the original number we first set out to achieve.

Our Horse Care and Welfare Helpline has been on hand to support horse owners, our members, followers and supporters with support and advice where needed. This year our experienced and knowledgeable Welfare Helpline Coordinators have supported 10,732 people with a wide range of care and welfare topics.

We increased our employed team of Welfare Field Officers with a brand-new role situated in the Midlands. Together with our team of Volunteer Welfare Advisers, our front-line team handled 1,310 new welfare concerns. These concerns involved 3,342 horses.

We have supported many horse owners through our Friends At The End initiative. As we continued through the pandemic, many horse owners were increasingly faced with changes to circumstances and tough decisions on the future of their equine companion. However, our network of Friends At The End volunteers and staff help to ensure that no horse owner faces this loss alone and have been on hand to provide support to 97 horse owners this year, this was more than double the number in 2020.

Our presence across social media platforms has allowed us to interact successfully with horse owners and the general public, providing educational advice and support on key welfare issues. A major part to this has been through our #WelfareWednesday and additional welfare posts which this year have reached over 5 million people. This has been enhanced further through our targeted campaigns.

On top of our proactive welfare work we also have an amazing network of staff within our team taking on numerous Equine ID passport applications. As an ID-only Passport Issuing Organisation, our passport team are also on hand to answer any queries relating to your horse's passport or current passport regulations within the UK. This year we have processed 3,463 passports.

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STRATEGIC REPORT (continued)

Our campaigning efforts continued to reach new heights. We had a paper accepted at the International Equine Colic Symposium – a real highlight for the veterinary and research world. This is incredible for our REACT Colic Campaign to be recognised in this way and raises awareness of our campaigning work to a global audience.

The numbers of rescued horses being rehomed into BHS Approved Centres continues to grow through our Second Chance scheme. A fantastic 65 more horses have been rehomed in the year which is a total of 92 to date. We are mindful that not every horse that is in a rescue centre or charity care is fit for this scheme. Many rescued horses come with health issues caused by the neglect they faced and/or inbreeding and so are unfortunately only fit for being companions. The horses which go into our centres as riding school ponies have to pass yearly veterinary inspections as part of licensing requirements, so we have a stringent process in ensuring the horses which go through this scheme are fit for purpose.

Our Volunteers

Our volunteer community remains strong and grew by 13% to over 1,100 volunteers in 2021. Our volunteer community is essential to the delivery of all our work across Access, Welfare, Safety, Education and Participation and all our teams thank this impressive volunteer workforce for their invaluable contribution. During 2021 we focused on modernising and strengthening our Volunteer programme with the establishment of a new Volunteer advisory group and a Trustee (Gill Longhurst) with specific responsibility for Volunteering.

We are very grateful for our volunteers' support and were able to thank many of them in person at our annual Awards Ceremony at Newbury racecourse in November. This covered both 2020 and 2021 awards as we were unable to hold our awards in 2020 due to Covid. We were delighted to welcome HRH Princess Anne, who presented a number of our volunteers with their awards.

Operations and Infrastructure

The technology team have built further on the solid work of 2020 with the introduction of an e-learning platform for colleagues along with making further improvements to the productivity tools available to employees. A lot of design, planning and building has also taken place for some major technology upgrades in 2022.

A number of projects were launched under the banner of the digital transformation strategy including selecting a partner to deliver a new BHS website, the Horse i app was launched to improve reporting of horse incidents resulting in a 300% increase in reported incidents along with development of our systems to ensure engagement with BHS approved centres is simpler and more relevant for the centre.

A designated fund was agreed with the trustees to continue this work in 2022 as some of the initial projects and benefits will start to be realised.

Technology costs have continued to be managed very well by taking opportunities to remove costs where possible resulting in no significant increase in technology costs from the previous year while continuing to provide all core services including robust cyber security in another challenging year for global threats.

The wellbeing of our employees – our Home Team - has remained uppermost in our minds throughout the year. We have applied COVID secure policies and procedures and have ensured regular engagement on a departmental and whole team basis. As the various restrictions, directives and guidelines around working from home and returning to the office played out we introduced

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STRATEGIC REPORT (continued)

blended working arrangements to ensure efficient yet considerate working conditions. The year saw a proliferation of social, wellbeing and mindfulness events for our Home Team, who have responded so well to the challenges of the last two years.

Risk

In order to fulfil their responsibility to identify and manage the risks that the Society faces, the Trustees require a risk register to be maintained. The risks documented therein are reviewed by the Audit Committee and the Finance Committee as part of their programme of work.

The register is updated and revised at least six-monthly, and where appropriate, the trustees, a specific director, or group of directors is assigned to each risk. The register is made available for inspection to the Society's auditors. During 2021 the Trustees recognised the following principal risks:

- A significant decline in income due to either internal or external factors
- A major outbreak of an equine disease which may adversely affect members' ability or influence their choice to remain in membership
- Reductions in membership if membership services and benefits are not maintained, or their perceived value is diminished

Financial Report for the Year

The trustees are pleased to present a surplus on unrestricted funds of £1,488,000, which combined with a net gain on investments of £436,000, enabled the trustees to designate funds in year in support of future initiatives to encourage participation, engagement, career progression in the equine industry and to enhance the Society's infrastructure and capability to deliver charitable and member services.

Adjusting for this movement in funds our unrestricted, undesignated reserves total £5,698,000 at 31 December 2021, and this is in keeping with the Society's reserves policy.

With a return to a more normal level of activity total income increased by 15% from £12,144,000 to £14,016,000 with membership revenue, education activities and events being the main contributors to that increase. There was a commensurate increase in total expenditure of 11% from £11,919,000 to £13,248,000. Total expenditure is analysed and presented in detail in note 7 to the financial statements. Staff costs and numbers are outlined in detail in Note 8 to the financial statements

Expenditure on designated funds of £851,000 represents planned investment in the Society's charitable objectives and infrastructure and is presented in detail in note 16 to the financial statements.

During the year the Society received revenue for specific purposes of £541,000 and made associated expenditure of £410,000. These amounts are accounted for within Restricted Funds and are presented in detail in Note 15 to the financial statements.

Investment holdings performed well during the year and the trustees consolidated all holdings into one high performing managed fund. Gains of £436,000 outperformed market indices and investments are reported more fully in Note 11 to the Financial Statements.

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For the year ended 31 December 2021

STRATEGIC REPORT (continued)

As the economic effects of the pandemic extended and hardened for all industries, the trustees maintained their approach of utilising the Society's resources to support the welfare of horses and encourage participation within Approved Riding Schools using Accredited Professional Coaches. Such support was in the form of the continuation of the Hardship Fund from 2020 and with the introduction of Bounce Back grants which saw an injection of £168,000 for equipment to encourage participation. This expenditure is included in total expenditure relating to the Hardship Fund in note 16 to the accounts.

Future Plans

During 2021 we focused on continuing the resilience the Society had shown throughout the turbulence of 2020. The regular and systematic forecasting, modelling and agile approach has continued and will inform our activities for 2022 and beyond.

Although we have been necessarily flexible with operational content and timelines the trustees have adhered to the principles in our Strategic Plan 2019-2024. The immediacy and significance of the global pandemic has meant we have had to flex and adjust accordingly within our guiding principles and objectives. The economic fall out of the global pandemic and Brexit, and other world events may only just be manifesting themselves and if the experiences of 2020 and 2021 have taught us anything, it is that we wish to continue to support, advise and protect our beneficiaries and stakeholders within the boundaries of our charitable objectives, while making the necessary business developments to ensure the sustainability and effectiveness of the Society.

The Trustees' Report, Strategic Report and the Financial Report were approved by the Board on:

29th June 2022



Tim Lord
Chairman

THE BRITISH HORSE SOCIETY
ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 December 2021

OFFICERS AND DIRECTORS

PATRON:	Her Majesty Queen Elizabeth II
VICE-PATRON:	Her Royal Highness the Princess Royal
PRESIDENT:	Martin Clunes OBE
TRUSTEES:	
Chairman:	Tim Lord (re-elected June 2022)
Vice-Chairman:	Sally McCarthy (re-elected June 2022)
Other Elected Trustees:	Nicola Greenwood (elected June 2022) Sandra Harris Kerryn Haynes (elected June 2021) Ken Law Gillian Longhurst (appointed March 2021) Fran Mason (term of office ended June 2022) Karen Silcock (elected June 2021) Sarah Simpson (re-elected June 2022)
Co-opted Trustees:	Professor Tim Morris Rt. Hon. Dame Caroline Spelman DBE PC Beverley Simms (all co-opted trustees renewed June 2022)
SENIOR MANAGEMENT TEAM:	
Chief Executive	James Hick
Chief Operating Officer	Sarah Phillips
Director of Access	Mark Weston
Director of Business Development	Emma Stone (from April 2022) Georgina Walters (to April 2022)
Director of Education	Tracy Casstles (from February 2022) Alex Copeland (to February 2022)
Director of Finance	Duncan Snook
Director of Fundraising	Tracy Casstles (to February 2022)
Director of Marketing and Communications	Sandra Ford
Director of Membership	Emma Day
Director of Participation	Laura Sanger
Director of Programme	Georgina Walters (from April 2022)
Director of Safety	Alan Hiscox
Director of Technology	Nikki Greenway (from May 2022) Paul Perkins (to March 2022)
Director of Welfare	Gemma Stanford
COMPANY SECRETARY:	Duncan Snook

THE BRITISH HORSE SOCIETY
ANNUAL REPORT AND FINANCIAL STATEMENTS
For the year ended 31 December 2021
ADMINISTRATIVE DETAILS, ADVISERS AND COMPANY INFORMATION

Registered Office and Principal Address

The British Horse Society, Abbey Park, Stareton, Kenilworth, Warwickshire CV8 2XZ

Legal and Charitable Status

The Society was incorporated on 5th November 1947 as a company limited by guarantee and is governed by its Articles of Association. The company number is 444742. The Society's charity registration numbers are 210504 in England and Wales, and SCO38516 in Scotland.

Subsidiaries

The British Horse Society (Trading Company) Limited was incorporated on 11 September 1991 as a wholly owned subsidiary of the Society. The company's registration number is 2644832.

The British Horse Society Qualifications Limited (formerly Equestrian Qualifications GB Limited) was incorporated on 18 January 2006 as a wholly owned subsidiary of the Society. The company's registration number is 5679140.

The results of the two subsidiaries above have been consolidated within the accounts of the Society.

Auditors

RSM UK Audit LLP
St Philips Point, Temple Row, Birmingham B2 5AF

Bankers

Lloyds Bank plc
125 Colmore Row, Birmingham B3 3SF

Legal Advisers

Bates Wells & Braithwaite LLP
10 Queen Street Place, London EC4R 1BE

Taxation Advisers

RSM UK Tax and Accounting Limited
St Philips Point, Temple Row, Birmingham B2 5AF

Investment Managers

McInroy & Wood
53 Davies Street, London W1K 5JH

M & G Investments
Laurence Pountney Hill, London EC4R 0HH

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Opinion

We have audited the financial statements of The British Horse Society (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the Consolidated and Society Statements of Financial Activities, the Group and Society Balance Sheets, the Group and Society Statements of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2021; and of the group's and the parent charitable company's incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the directors' report and the strategic report, prepared for the purposes of company law and included within the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report and the strategic report, included within the trustees' annual report, have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report or the strategic report, included within the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out on page 6 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

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

Auditor's responsibilities for the audit of the financial statements

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

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006,

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, the parent charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from internal/external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to General Data Protection Regulation (GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group/parent charity is in compliance with these law and regulations and read minutes of trustee meetings.

The audit engagement team identified the risk of management override of controls and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions, recognition date and transactions entered into outside the normal course of business, challenging judgments, estimates and timing applied to the recognition of income streams.

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

Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Oxtoby

PAUL OXTOBY (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

St Philips Point

Temple Row

Birmingham

B2 5AF

Date 20 July 2022

RSM UK AUDIT LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

THE BRITISH HORSE SOCIETY
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
For the year ended 31 December 2021

		Unrestricted	Designated	Restricted	2021	2020
		£000	£000	£000	Total	Total
					£000	£000
Income and endowments from:						
Donations, legacies and grants	2	178	-	502	680	947
Charitable activities:						
Membership subscriptions	3	11,020	-	-	11,020	9,520
Examinations and other fees		853	-	1	854	419
Events		605	-	38	643	279
Other trading activities:						
Job Retention Scheme Grants		16	-	-	16	275
Trading income		248	-	-	248	149
Advertising		343	-	-	343	299
Commission received		12	-	-	12	7
Challenge Rides		-	-	-	-	6
Other income	4	196	-	-	196	237
Investment income	5	4	-	-	4	6
Total income		13,475	-	541	14,016	12,144
Expenditure on						
Raising funds	7	694	-	81	775	630
Charitable activities	7	11,293	851	329	12,473	11,289
Total expenditure		11,987	851	410	13,248	11,919
Net income/(expenditure)		1,488	(851)	131	768	225
Net gain/(loss) on investments		436	-	-	436	(24)
		1,924	(851)	131	1,204	201
Designations and fund transfers	15,16	(1,836)	1,879	(43)	-	-
Net movement in funds		88	1,028	88	1,204	201
Fund balances brought forward		5,610	752	979	7,341	7,140
Fund balances carried forward		5,698	1,780	1,067	8,545	7,341

A separate statement of income and expenditure has not been prepared on the basis that there is no significant difference from the group statement of financial activities.

THE BRITISH HORSE SOCIETY
SOCIETY STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
For the year ended 31 December 2021

		Unrestricted	Designated	Restricted	2021	2020
		£000	£000	£000	Total	Total
					£000	£000
Income and endowments from:						
Donations, legacies and grants	2	206	-	502	708	948
Charitable activities:						
Membership subscriptions	3	11,020	-	-	11,020	9,520
Examinations and other fees		853	-	1	854	420
Events		605	-	38	643	279
Other trading activities:						
Job Retention Scheme Grants		16	-	-	16	275
Trading income		94	-	-	94	59
Advertising		-	-	-	-	-
Commission received		11	-	-	11	7
Challenge Rides		-	-	-	-	6
Other income	4	214	-	-	214	253
Investment income	5	4	-	-	4	6
Total income		13,023	-	541	13,564	11,773
Expenditure on						
Raising funds	7	296	-	81	377	289
Charitable activities	7	11,289	851	329	12,469	11,228
Total expenditure		11,585	851	410	12,846	11,517
Net income/(expenditure)		1,438	(851)	131	718	256
Net gain/(loss) on investments		436	-	-	436	(24)
		1,874	(851)	131	1,154	232
Designations and fund transfers	15,16	(1,836)	1,879	(43)	-	-
Net movement in funds		38	1,028	88	1,154	232
Fund balances brought forward		5,731	752	979	7,462	7,230
Fund balances carried forward		5,769	1,780	1,067	8,616	7,462

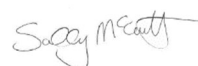
THE BRITISH HORSE SOCIETY
BALANCE SHEETS
Company Registration Number: 00444742
At 31 December 2021

	Notes	Group		Society	
		2021 £000	2020 £000	2021 £000	2020 £000
FIXED ASSETS					
Intangible fixed assets	9	241	374	241	374
Tangible fixed assets	10	2,947	3,127	2,947	3,127
Investments	11	3,312	2,876	3,317	2,881
		6,500	6,377	6,505	6,382
CURRENT ASSETS					
Stock		94	106	-	-
Debtors	12	2,127	962	2,230	1,129
Term deposits		1,501	1,500	1,501	1,500
Cash at bank and in hand		2,869	1,992	2,864	1,967
		6,591	4,560	6,595	4,596
CURRENT LIABILITIES					
Creditors due within one year	13	4,266	3,325	4,204	3,245
		2,325	1,235	2,391	1,351
NET CURRENT ASSETS					
Creditors due after more than one year	13	280	271	280	271
		8,545	7,341	8,616	7,462
REPRESENTED BY					
Restricted funds	15	1,067	979	1,067	979
Designated funds	16	1,780	752	1,780	752
Other charitable funds	17	5,764	5,725	5,769	5,731
Non-charitable trading funds	17	(66)	(115)	-	-
		8,545	7,341	8,616	7,462

The financial statements were approved and authorised for issue by the Board on *29th June 2022* and signed on its behalf by:



Tim Lord
Chairman



Sally McCarthy
Director

THE BRITISH HORSE SOCIETY
CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended 31 December 2021

	2021		2020
	£000		£000
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	<u>1,181</u>		<u>848</u>
Cash flows from investing activities:			
Interest from investments	4		6
Purchase of intangible fixed assets	(230)		(49)
Purchase of tangible fixed assets	(77)		-
Purchase of investments	(1,484)		(17)
Disposal of investments	1,484		17
Net cash (used in) investing activities	<u>(303)</u>		<u>(43)</u>
Change in cash and cash equivalents in the year	878		805
Cash and cash equivalents at the beginning of the year	3,492		2,687
Cash and cash equivalents at the end of the year	<u>4,370</u>		<u>3,492</u>
Reconciliation of net income to net cash flow from operating activities:			
Net income for the year	1,204		202
Depreciation and amortisation	620		494
Investment income	(4)		(6)
Investment (gains)/losses	(436)		24
Movement in stocks	12		18
Movement in debtors	(1,165)		405
Movement in creditors	950		(289)
Net cash provided by operating activities	<u>1,181</u>		<u>848</u>
Analysis of changes in cash and cash equivalents			
	At 1st		At 31st
	January		December
	2021	Cash flows	2021
Cash at bank	1,992	877	2,869
Short term deposits	1,500	1	1,501
	<u>3,492</u>	<u>878</u>	<u>4,370</u>

THE BRITISH HORSE SOCIETY
SOCIETY STATEMENT OF CASH FLOWS
For the year ended 31 December 2021

	2021 £000		2020 £000
Cash flows from operating activities:			
Net cash provided by operating activities	<u>1,201</u>		<u>837</u>
Cash flows from investing activities:			
Interest from investments	4		6
Purchase of intangible fixed assets	(230)		-
Purchase of tangible fixed assets	(77)		(49)
Disposal of tangible fixed assets	-		-
Purchase of investments	(1,484)		(17)
Disposal of investments	1,484		17
Net cash (used in) investing activities	<u>(303)</u>		<u>(43)</u>
Change in cash and cash equivalents in the year	898		794
Cash and cash equivalents at the beginning of the year	3,467		2,673
Cash and cash equivalents at the end of the year	<u>4,365</u>		<u>3,467</u>
Reconciliation of net income to net cash flow from operating activities:			
Net income for the year	1,154		232
Depreciation and amortisation	620		494
Investment income	(4)		(6)
Investment (gains)/losses	(436)		24
Movement in debtors	(1,101)		389
Movement in creditors	968		(296)
Net cash provided by operating activities	<u>1,201</u>		<u>837</u>
Analysis of changes in cash and cash equivalents	At 1st January 2020	Cash flows	At 31st December 2020
Cash at bank	1,967	897	2,864
Short term deposits	1,500	1	1,501
	<u>3,467</u>	<u>898</u>	<u>4,365</u>

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2021

1. Accounting Policies

Basis of Accounting

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

The British Horse Society meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below:

Basis of Consolidation

The group accounts consolidate the financial statements of the Society and its trading subsidiary undertakings. Intra-group transactions are eliminated on the consolidation. Surpluses and deficits of organisations entering or leaving the group are included from the date of acquisition or up to the date of disposal.

Income

Income is stated net of VAT, where VAT is chargeable. There have been no significant changes in operations during the year. Income received for training courses, examinations and events is included in the statement of financial activities on the date on which the course, examination, or event occurs. Income received in advance, inclusive of membership income, is included within creditors. Gift aid income resulting from membership is accounted for on a receivable basis. Other income, including affiliation fees, is recognised when it is receivable.

Subscriptions

Annual subscriptions are recognised and time apportioned on a monthly basis. A proportion of life memberships are deferred. This deferral is calculated with reference to estimated remaining years to expiry.

Legacies and Donations

Credit for income arising under these headings is taken in the year in which the amount can be assessed with reasonable probability. Donations and legacies received for the general purposes of the Society are credited to 'other charitable funds'. Donations and legacies, subject to specific wishes of the donors are recognised as restricted funds.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

1. Accounting Policies (continued)

Costs of raising funds comprise the costs of commercial trading and assessment of examiners. **Expenditure on charitable activities** includes the costs of exams, events and providing membership services. **Other expenditure** represents those items not falling into any other heading. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those costs incurred directly in support of expenditure on the objectives of the charity and are allocated on the basis of headcount attributable by department.

Intangible and Tangible Fixed Assets

Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition. Tangible fixed assets are depreciated from the date of acquisition on straight line basis to write off their cost over their expected useful lives. Intangible fixed assets are capitalised in respect of project related software and development costs and are written off once commissioned over their expected useful lives. The annual rates applied to the principal items are:

Freehold buildings	25 years
Fixtures and fittings	3 – 5 years
Motor vehicles	4 years
Commercial vehicles	5 years
Computer equipment	3 years
Database and technology assets	3 years

Freehold land is not depreciated.

Operating Leases

Rentals paid under operating leases are charged in the period to which they relate.

Taxation

The Society is a Registered Charity and undertakes activities which, under present legislation, are not subject to Corporation Tax. The Society's subsidiaries undertake trading activities within the meaning of the Taxes Acts and are liable to Corporation Tax. However, the subsidiaries donate all their taxable profits to the Society and as a consequence no provision is made for the payment of Corporation Tax either current or deferred.

Defined Contribution Pension Scheme

The Society operates money purchase pension schemes which all employees may join after having served for a qualifying period. Both the Society and the employee make defined contributions to purchase the employee's individual pension. All such contributions are held in separate trust funds which are independent of the Society's finances. The pension costs charged against the Society's results represent the amount of the Society's contributions payable to the schemes in respect of the accounting period. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

1. Accounting Policies (continued)

Stocks

Stocks on hand of consumables and items for resale are stated at the lower of cost and estimated net realisable value. Net realisable value is based upon estimated selling prices less cost of disposal. Provision is made for obsolete and slow-moving items.

Investments

Current asset investments include short term deposits held at UK banks. Listed investments are included at fair value; the movement in listed investments is shown through the statement of financial activities. Investments in subsidiary companies are included at cost.

Trade Debtors

Trade and other debtors which are receivable within one year are initially recognised at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash and Bank Balances

Cash and bank balances includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition.

Trade Creditors and Liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Liabilities are recognised when either a constructive or legal obligation exists.

Funds

Other charitable funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts. Restricted funds are the funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the accounts.

Going Concern

The Trustees have reviewed the Society's position and the appropriate basis on which to prepare the financial statements. The Trustees anticipate that there may continue to be an adverse impact on the Society's income streams. However, the Trustees have assessed this impact by considering projections to the end of December 2023 which have been prepared to stress test the financial resilience of the Society. Whilst the Trustees recognise that 2022 will be a challenging year and it is possible that it will be necessary to draw on some of the Society's reserves, which have been established to provide financial resilience, they consider that it remains appropriate to prepare the financial statements on a going concern basis. The stress testing of the Society's financial position has satisfied the Trustees that it has adequate reserves and mitigation strategies available to continue to manage the impact of the pandemic.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2021

1. Accounting Policies (continued)

Financial Instruments

The group and charity only have financial assets of a kind which qualify as basic financial instruments. These are initially recognised at transaction value and subsequently measured at their settlement value.

Critical Accounting Estimates and Areas of Judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are appropriate critical accounting estimates and assumptions made in determining the deferred proportion of life memberships.

2. Donations, Legacies and Grants

	Group		Society	
	2021	2020	2021	2020
	£000	£000	£000	£000
Donations received include:				
Qualifying donations from subsidiaries	-	-	28	1
Legacies received include:				
P Hurst	79	388	79	388
E MacFadyen	19	-	19	-
C Nesom	33	-	33	-
K Friar	25	-	25	-
B Sharman	10	-	10	-
G West	-	212	-	212
M Brand	-	10	-	10
Grants received include:				
British Equestrian Federation	75	70	75	70
C S Heber-Percy Charitable Trust	30	25	30	25
Department for Transport	23	23	23	23
Worshipful Company of Saddlers	20	-	20	-
Binsted PC	10	-	10	-
The Centaur Trust	13	-	13	-
The Derbyshire Environmental Trust	50	-	50	-
The Road Safety Trust	13	-	13	-
The Thompson Family Trust	10	-	10	-
The Kaye's and Labourne's Charity	-	20	-	20
Thistledown Trust	-	20	-	20
Horse Health Wessex	-	10	-	10
Other donations, legacies and grants (all less than £10,000)	270	169	270	169
	680	947	708	948

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For the year ended 31 December 2021

3. Membership Income

	Group		Society	
	2021	2020	2021	2020
	£000	£000	£000	£000
During the year ended 31 December membership subscriptions after provision for deferred life membership income were:	9,549	8,376	9,549	8,376
In the same period, gift aid was claimed amounting to:	1,471	1,144	1,471	1,144
	11,020	9,520	11,020	9,520

4. Other Income

	Group		Society	
	2021	2020	2021	2020
	£000	£000	£000	£000
Other (includes consultancy, service charges and miscellaneous items)	150	174	163	185
Rental income	46	63	51	68
	196	237	214	253

5. Income from Investments

	Group		Society	
	2021	2020	2021	2020
	£000	£000	£000	£000
Interest receivable	<u>4</u>	<u>6</u>	<u>4</u>	<u>6</u>

THE BRITISH HORSE SOCIETY
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For the year ended 31 December 2021

6. Subsidiary Companies

The Society has two wholly owned trading subsidiaries, which are incorporated in England. The British Horse Society (Trading Company) Limited (company registration 02644832) undertakes the trading activities of the Society and The British Horse Society Qualifications Limited (company registration 5679140) undertakes accreditation of equine qualifications. Each company donates any taxable profits to the Society.

The British Horse Society Qualifications Limited was formerly known as Equestrian Qualifications GB Limited. The change of name was made by special resolution in September 2019.

The trading results of each subsidiary are included within the consolidated accounts. Each individual entity files audited accounts with the Registrar of Companies. A summary of the results of each subsidiary is shown below:

	2021	2020
	£000	£000
The British Horse Society (Trading Company) Limited		
Turnover	486	379
Less: Cost of sales	410	351
Result for the year	76	28
Qualifying donation to parent charity	28	1
Assets	257	209
Liabilities	166	166
Net funds	91	43
The British Horse Society Qualifications Limited		
Turnover	93	33
Less: Cost of sales	92	92
Result for the year	1	(59)
Assets	4	2
Liabilities	161	160
Net funds	(157)	(158)

The board of trustees do not envisage any circumstances that may lead to any material uncertainties related to events or conditions that may cast significant doubt about the ability of either subsidiary to continue as a going concern.

The charity will continue to support each subsidiary for the benefit to the parent in terms of raising funds and regulatory compliance.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2021

7. Analysis of Total Expenditure

Group	Activities undertaken directly	Support costs	Designated funds	Restricted funds	2021
	£000	£000	£000	£000	£000
Expenditure on raising funds in 2021					
Fundraising, trading, cost of goods and other costs	557	137	-	81	775
Expenditure on charitable activities in 2021					
Membership services	3,350	1,326	138	4	4,818
Training, examinations and approvals	1,808	1,223	562	133	3,726
Safety, Access and Welfare	1,326	1,317	131	191	2,965
Events	673	270	20	1	964
Total charitable activities	7,157	4,136	851	329	12,473
Total expenditure	7,714	4,273	851	410	13,248

Society	Activities undertaken directly	Support costs	Designated funds	Restricted funds	2021
	£000	£000	£000	£000	£000
Expenditure on raising funds in 2021					
Fundraising, trading, cost of goods and other costs	159	137	-	81	377
Expenditure on charitable activities in 2021					
Membership services	3,350	1,326	138	4	4,818
Training, examinations and approvals	1,804	1,223	562	133	3,722
Safety, Access and Welfare	1,326	1,317	131	191	2,965
Events	673	270	20	1	964
Total charitable activities	7,153	4,136	851	329	12,469
Total expenditure	7,312	4,273	851	410	12,846

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2021

7. Analysis of total expenditure (continued)

Group	Activities undertaken directly	Support costs	Designated funds	Restricted funds	2020
	£000	£000	£000	£000	£000
Expenditure on raising funds in 2020					
Fundraising, trading, cost of goods and other costs	498	115	-	17	630
Expenditure on charitable activities in 2020					
Membership services	2,908	1,299	96	4	4,307
Training, examinations and approvals	2,134	1,229	114	123	3,600
Safety, Access and Welfare	548	1,174	713	165	2,600
Events	503	262	17	-	782
Total charitable activities	6,093	3,964	940	292	11,289
Total expenditure	6,591	4,079	940	309	11,919

Society	Activities undertaken directly	Support costs	Designated funds	Restricted funds	2020
	£000	£000	£000	£000	£000
Expenditure on raising funds in 2020					
Fundraising, trading, cost of goods and other costs	157	115	-	17	289
Expenditure on charitable activities in 2020					
Membership services	2,908	1,299	96	4	4,307
Training, examinations and approvals	2,074	1,229	114	123	3,540
Safety, Access and Welfare	548	1,174	713	165	2,600
Events	502	262	17	-	781
Total charitable activities	6,032	3,964	940	292	11,228
Total expenditure	6,189	4,079	940	309	11,517

THE BRITISH HORSE SOCIETY
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For the year ended 31 December 2021

7. Analysis of Total Expenditure (continued)

Support Cost Breakdown by Activity

Group and Society	Fundraising £000	Membership services £000	Exams, training and approvals £000	Safety, Access and Welfare £000	Events £000	Total £000
2021						
Management	21	205	189	204	42	661
Finance	10	93	86	92	19	300
Technology and infrastructure	42	410	378	407	83	1,320
Facilities	18	173	159	172	35	557
Human Resources	12	116	107	115	24	374
Marketing and communications	34	329	304	327	67	1,061
	137	1,326	1,223	1,317	270	4,273
Group and Society 2020						
Management	21	239	226	215	48	749
Finance	9	91	86	83	18	287
Technology and infrastructure	35	398	376	359	81	1,249
Facilities	14	156	148	141	31	490
Human Resources	9	109	103	99	22	342
Marketing and communications	27	306	290	277	62	962
	115	1,299	1,229	1,174	262	4,079

Included in total costs above are Governance Costs of £59,088 (2020: £141,145) which include Chairman, Trustee and CEO expenses of £3,789 (2020: £7,404) and Legal, professional and audit fees of £50,616 (2020: £133,741).

	Group		Society	
	2021 £000	2020 £000	2021 £000	2020 £000
Total expenditure includes:				
Auditors remuneration				
for audit work	26	28	24	25
for non-audit work	7	4	7	4
Operating leases				
for land and buildings	14	-	14	-
for plant and machinery	210	165	210	165

THE BRITISH HORSE SOCIETY
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8. Trustees and Employees

No remuneration is paid to any trustee by virtue of their position on the board with the exception of the Chairman. The Chairman's remuneration was approved by the Charity Commission and a resolution of the trustees in June 2006. The trustees who held office during the year are listed in the Directors and Officers section of this report.

	2021	2020
	£	£
Group and Society		
The cost of travel and subsistence reimbursed to 3 (2020:8) trustees during the year amounted to:	1,216	2,857
Chairman's remuneration:		
T Lord	7,965	7,965
Trustees were paid fees for examinations and other services as follows:		
S Simpson	894	3,036

Following consultation with the Charity Commission payments to trustees for other services unrelated to their duties as trustees have been included with payments for examinations and other services as wholly permitted by the Society's articles.

The total remuneration including employer's national insurance and pension contributions payable to key management personnel, which is defined as the Chief Executive and the Senior Management Team, was £1,176,209 (2020: £1,142,057).

Staff Costs

	2021	2020
	£000	£000
Group		
Salaries and wages	5,021	4,693
Social security costs	532	465
Pension costs	256	241
Other employee costs and benefits	123	127
	5,932	5,526

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8. Trustees and Employees (continued)

The Society operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Society in an independently audited and administered fund. The pension cost charge represents the contributions payable by the Society to the fund. Other employee costs and benefits include medical benefits and engagement costs. In the year there were redundancy or termination payments to leavers totalling £24,217 (2020: £68,923).

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

	2021	2020
£130,001 to £140,000	1	1
£90,001 to £100,000	1	1
£80,001 to £90,000	4	2
£70,001 to £80,000	2	4
£60,001 to £70,000	2	2

The items used to determine the above values are the gross salary, employer's contribution for life cover, and the taxable value of benefits in kind. An amount of £57,678 (2020: £50,592) was contributed to a defined contribution pension scheme for the 10 (2020: 10) employees whose emoluments exceeded £60,000.

The average number of employees calculated on a full-time basis analysed by function was:

	2021	2020
Charitable activities	143	133
Raising funds	3	3
	<u>146</u>	<u>136</u>

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2021

9. Intangible Fixed Assets

Group and Society	Education Software £000	Membership Software £000	Other IT related Projects £000	Total £000
Cost				
At 31 December 2020	609	407	454	1,470
Disposals	-	-	-	-
Additions	-	-	230	230
At 31 December 2021	609	407	684	1,700
Amortisation				
At 31 December 2020	260	407	429	1,096
Charge for the year	349	-	14	363
At 31 December 2021	609	407	443	1,459
Net Book Values				
As at 31 December 2021	-	-	241	241
As at 31 December 2020	349	-	25	374

All intangible fixed assets developed and owned by the Society are used or intended for use for direct charitable purposes. All categories and classifications of intangible fixed assets were reviewed in the year in order to best reflect the assets use and nature. Amortisation of intangible fixed assets is charged against charitable activities.

THE BRITISH HORSE SOCIETY
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For the year ended 31 December 2021

10. Tangible Fixed Assets

Group and Society	Motor Vehicles £000	Freehold Property £000	Computer Equipment £000	Fixtures & Fittings £000	Total £000
Cost					
At 31 December 2020	243	4,707	1,428	407	6,785
Additions	-	-	77	-	77
At 31 December 2021	243	4,707	1,505	407	6,862
Depreciation					
At 31 December 2020	129	1,734	1,406	389	3,658
Charge for the year	48	180	19	10	257
At 31 December 2021	177	1,914	1,425	399	3,915
Net Book Values					
As at 31 December 2021	66	2,793	80	8	2,947
As at 31 December 2020	114	2,973	22	18	3,127

All fixed assets owned by the Society are used for direct charitable purposes. Included in Freehold Property is £300,000 of land which is not depreciated. The Society also owns Royal International Horse Show trophies, the values of which are not included in the fixed asset values above.

All categories and classifications of tangible fixed assets were reviewed in the year in order to best reflect the assets use and nature.

THE BRITISH HORSE SOCIETY
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For the year ended 31 December 2021

11. Fixed Asset Investments

	Group		Society	
	2021	2020	2021	2020
	£000	£000	£000	£000
Listed investments	3,312	2,876	3,312	2,876
Shares in subsidiary undertakings	-	-	5	5
	3,312	2,876	3,317	2,881

Listed investments	Brought forward	Additions	Disposals	Gains/ (Losses)	Carried forward
	£000	£000	£000	£000	£000
Group and Society					
M & G Charifunds	1,278	-	(1,484)	206	-
McInroy & Wood HG Investment	1,598	1,484	-	230	3,312
Total listed investments	2,876	1,484	(1,484)	436	3,312

	2021	2020
	£000	£000
Listed investments at cost	2,592	2,169
Shares in subsidiary undertakings		
Society	2021	2020
	£000	£000
Shares in subsidiary undertakings as 31 December at cost	5	5

The Society owns the entire ordinary share capital of The British Horse Society (Trading Company) Limited and The British Horse Society Qualifications Limited which are both incorporated in England and Wales, are both trading subsidiaries and are disclosed in more detail in Note 6 on page 34.

In addition, the Society owns the entire share capital of the following dormant companies both incorporated in England and Wales which are held at a valuation of nil (2020: nil):

The College of the Horse Limited	(incorporated 1999 - company number 3750680)
Equestrian Education Limited	(incorporated 2016 – company number 10196718)

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12. Debtors

	Group		Society	
	2021	2020	2021	2020
	£000	£000	£000	£000
Trade debtors	122	128	43	71
Amounts due from subsidiaries	-	-	264	247
VAT	16	7	16	7
Other debtors	4	6	4	6
Prepayments and accrued income	1,985	821	1,903	798
	2,127	962	2,230	1,129

13. Creditors

	Group		Society	
	2021	2020	2021	2020
	£000	£000	£000	£000
Creditors due within one year:				
Trade creditors	1,070	265	1,051	241
Deferred income	2,753	2,656	2,753	2,656
Taxation and social security	147	111	147	111
Accrued expenditure	256	282	213	226
Other creditors	40	11	40	11
	4,266	3,325	4,204	3,245
Creditors due after more than 1 year:				
Deferred income	280	271	280	271
Of the above the following will fall due:				
in 2 to 5 years:	50	44	50	44
In over 5 years:	230	227	230	227

In accordance with the accounting policy on subscriptions, income is recognised and time apportioned on a monthly basis giving rise to a provision for deferred income. Movements on deferred income are as follows:

	Group		Society	
	2021	2020	2021	2020
	£000	£000	£000	£000
Balance at 1st January 2021	2,927	2,681	2,927	2,681
Released from previous accounting periods	(2,647)	(2,410)	(2,647)	(2,410)
Income deferred in current year	2,753	2,656	2,753	2,656
Balance at 31st December 2021	3,033	2,927	3,033	2,927

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14. Share Capital

The Society is a company limited by guarantee and as a result has no share capital. In the event of the Society being wound up, each person, who is a member at the time, or has ceased to be a member within one year of that date, is liable to contribute to the Society such amount as the Society may require, not exceeding two pounds sterling.

15. Restricted Funds

Group and Society	At 1st January 2021	Income	Expenditure	Transfers between reserves	At 31st December 2021
	£000	£000	£000	£000	£000
2026 Sport England	1	75	(76)	-	-
Access Fighting	48	1	(5)	-	44
Bodynfoel Award	11	-	-	-	11
Challenge Rides	11	-	-	-	11
Changing Lives Through	217	127	(96)	-	248
Faith Hope and Charity	20	-	(5)	-	15
Grass Sickness Biobank	21	-	(20)	-	1
Hardship Fund	-	61	(18)	(43)	-
Healthcare Clinics	31	4	(11)	-	24
Helping Horses	28	20	(12)	-	36
Helping Horses on the Move	26	-	(10)	-	16
Horse Incident Reporting	9	24	(31)	-	2
Hurst Legacy	388	78	-	-	466
Look Out for Laura	-	12	(12)	-	-
Paths for Communities	71	99	(93)	-	77
Responsible Breeding	20	-	-	-	20
Road Safety	4	16	-	-	20
Saddlers Training	10	-	(3)	-	7
Second Chance	8	16	(4)	-	20
Other funds:					
All balances of £10,000 or less or less than £10,000 income	55	8	(14)	-	49
	979	541	(410)	(43)	1,067

2026 Sport England Fund is a grant aided programme to achieve the mapping and preservation of historic routes and the safeguarding of bridleways for the benefit of equestrians and the general public.

Access Fighting Fund was set up to engage in legal proceedings on behalf of all equestrians. Bodynfoel Award Fund and the interest thereon finances the annual award to an individual who has done the most in the previous 12 months to forward the Society's objectives.

Challenge Rides Fund was created for welfare assistance and training.

Changing Lives through Horses aims to improve the lives of young people who are disengaged and at risk of becoming excluded, using horses as the inspiration for change.

THE BRITISH HORSE SOCIETY
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15. Restricted Funds (continued)

Faith, Hope and Charity Fund supports Faith, Hope and Charity and 'other ponies like them'
 Grass Sickness Biobank Fund finances a programme of research into equine grass sickness.
 Hardship Fund was established to support the wellbeing and welfare of horses and ponies in BHS Approved Centres during, and as a consequence of, the global pandemic. During the year the restricted fund transferred to, and combined with a designated fund with the same purpose.

Healthcare Clinics Fund supports clinics as part of the BHS welfare programme.

Helping Horses is designed to change the behaviour, through education, of people who do not look after their horses properly.

Helping Horses on the Move Fund is a bespoke horse welfare vehicle funded by a grant from SEIB against which the depreciation of the vehicle is charged.

Horse Incident Reporting Fund supports the establishing of a system and process for the digital reporting of horse related incidents

Hurst Legacy is a specific legacy for bridleway improvement in the Storrington area.

Look Out For Laura Fund is a partnership to produce a film supporting vulnerable road users.

Paths for Communities Fund is for bringing equestrian routes into use.

Responsible Breeding is designed to tackle overbreeding through education.

Road Safety fund facilitates research of safety for the ridden or driven horse.

Saddlers Training Fund provides the annual grant for specific training activities held by the British Horse Society and other riding disciplines.

Second Chance Fund was established to rehome horses who have suffered an unhappy past giving them a second chance to rest, recover and rediscover a better life.

16. Designated Funds

Group and Society	At 1st January 2021	Expenditure	Transfers between reserves	Designations	At 31st December 2021
	£000	£000	£000	£000	£000
Access 2026	8	(1)	-	-	7
Access Field Officer Wales	-	(4)	-	40	36
Bursaries	138	(26)	-	-	112
Career Transition	-	-	-	300	300
Development Fund	21	(21)	-	-	-
Digital Transformation	-	(107)	-	760	653
Driving Force	-	-	-	200	200
Education Booking Online	186	(186)	-	-	-
Fit for the Future	44	(35)	-	-	9
Forever for the Horse	26	(9)	-	70	87
Government Action	22	-	-	-	22
Hardship Fund	65	(252)	43	166	22
Healthcare Clinics	4	(2)	-	-	2
Horse Accident	5	-	-	-	5
International Development	-	(17)	-	100	83
Paths for Communities	30	(5)	-	-	25
Ride By Your Side	200	(183)	-	200	217
Sport England 2026	3	(3)	-	-	-
	752	(851)	43	1,836	1,780

16. Designated Funds (continued)

Access 2026 Fund facilitates the obtaining and digitising of historical map evidence, the research of historic equestrian routes and the submission of definitive map modification orders.

Access Field Officer Wales supports the role in Wales for the first year of operation.

Bursaries Fund is earmarked for the support of education and training bursary activity.

Career Transition Fund is aimed specifically to support those who have completed their BHS Stage 1 or Stage 2 and want to progress to Stage 3 and to develop the equine industry workforce.

Digital Transformation Fund is designed to finance and support the improvement of the BHS digital infrastructure to enhance engagement and communication with stakeholders.

Education Booking Online Fund is for the development of our web-based education offer.

Fit For The Future supports research and programme activity to inform business strategy.

Forever for the Horse Fund is to support tackling specific equine welfare, education and access issues as they arise.

Government Action Fund provides for lobbying at national level.

Hardship Fund is established to support the wellbeing and welfare of horses and ponies in BHS Approved Centres during, and as a consequence of the global pandemic.

Healthcare Clinics Fund was set aside is to deliver castration related activities.

Horse Accident Fund is for the improvement of information and functionality of the Horse Accident reporting structure.

Paths for Communities Fund is for bringing equestrian routes into use.

Ride By Your Side Fund supports the promotion of the Society as a friendly, caring, supportive presence for its members and stakeholders.

Sport England 2026 Fund is designed to support the grant aided programme that operates within restricted funds.

Transfers between reserves

The unrestricted, designated and restricted funds are reviewed regularly by senior management and trustees. This exercise identifies where there is a relationship either within or between funds. Designated funds are subject to reclassification and review as to ongoing suitability.

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For the year ended 31 December 2021

17. Other Unrestricted Funds

	Group		Society	
	2021	2020	2021	2020
	£000	£000	£000	£000
Charitable funds:				
At 31 December 2020	5,725	2,611	5,731	2,611
Net income and expenditure	1,875	733	1,874	739
Transfers to and from designated and restricted funds	(1,836)	2,381	(1,836)	2,381
At 31 December 2021	5,764	5,725	5,769	5,731
Non-charitable trading funds:				
At 31 December 2020	(115)	(88)	-	-
Result for the year	49	(27)	-	-
At 31 December 2021	(66)	(115)	-	-

18. Analysis of Group Net Assets between Funds

	Unrestricted funds	Restricted funds	Total funds
	£000	£000	£000
Fund balances at 31 December 2021 are represented by:			
Intangible fixed assets	241	-	241
Tangible fixed assets	2,947	-	2,947
Fixed asset investments	3,312	-	3,312
Term deposits and current asset investments	1,501	-	1,501
Cash at bank and in hand	1,802	1,067	2,869
Other current assets	2,221	-	2,221
Creditors	(4,546)	-	(4,546)
Total net assets	7,478	1,067	8,545

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19. Financial Commitments

	2021	2020
	£000	£000
Operating lease commitments		

The total future minimum lease payments under non-cancellable operating leases are as follows:

Group and Society

Payments within one year:

Land and buildings	19	-
Plant and machinery	204	143
	<u>223</u>	<u>143</u>

Payments within two to five years:

Land and buildings	78	-
Plant and machinery	125	177
	<u>203</u>	<u>177</u>

Payments after more than five years:

Land and buildings	<u>84</u>	<u>-</u>
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Capital Commitments

During the year the Society secured two chassis for future purchase and fit out in support of the Driving Force initiative. It is estimated that each vehicle will cost £80,000. The chassis were secured due to foreseen difficulties in vehicle procurement and supply and a deposit of £20,000 per vehicle was recorded in the year ending 31 December 2021. The two vehicles will be added in full to the fixed asset register in 2022.

During the year the Society tendered for and awarded a contract for the design, build and delivery of a new website for launch in 2022. The contract value is £230,000 and at 31 December 2021 there was an outstanding commitment of £30,000. The asset will be fully commissioned in 2022 and amortisation will commence after its launch.

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20. Related Party Transactions

Subsidiaries

The British Horse Society owns 100% of the share capital of The British Horse Society (Trading Company) Limited and The British Horse Society Qualifications Limited. The registered office of both subsidiaries is Abbey Park, Stareton, Kenilworth, Warwickshire CV8 2XZ. During the year the transactions with these companies were as follows:

	2021	2020
	£000	£000
The British Horse Society (Trading Company) Limited:		
Gift aid income	28	1
Intercompany trade and recharges	41	37
Amounts due from subsidiary	107	91
The British Horse Society Qualifications Limited:		
Intercompany trade and recharges	(25)	33
Amounts due from subsidiary	157	156

Other related parties

T Lord is a director and shareholder of Berkshire Riding Centre Limited (company number 03193741) and S McCarthy is a director of Aberdeen Riding Club Limited (company number SC159535). During the year transactions with these companies were as follows:

	2021	2020
	£000	£000
Berkshire Riding Centre Limited		
Equestrian Education and Facility Services	5	1
Aberdeen Riding Club Limited		
Equestrian Education and Facility Services	1	1

THE BRITISH HORSE SOCIETY

England & Wales - Charity number 210504

Accounts

THE BRITISH HORSE SOCIETY

(Company Registration Number 00444742)

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CHAIRMAN'S INTRODUCTION

The board of trustees, which also acts as the board of directors for the purposes of the Companies Act, presents the Society's Annual Report together with the audited financial statements for the year ended 31 December 2020. In doing so the trustees have adopted the provisions and guidance of all relevant legislation and standards.

In my introduction to last year's report I referred to the unheralded impact of the COVID 19 pandemic that precipitated the national lockdown in March 2020. The declaration of the global crisis and the subsequent period of restrictions, further lockdown and uncertainty has affected everyone's lives, health, mental health and livelihoods in some way.

As an organisation we have had to operate like many businesses, with a workforce located at home and with our headquarters closed since 23rd March 2020. The doors of Equestrian House have only opened to perform essential operations that cannot be carried out at home. We have very much been charting a course through uncharted territory.

Our technology provision for our employees and wider team has performed extremely well. With admirable foresight we equipped all our staff in late December 2019 and early January 2020 with devices enabling remote network and file access, and most significantly a video conferencing platform that has meant we have been able to function as a business and to maintain a vital service to the industry. We very much rose to the challenge of staying in touch while remaining apart.

Again, like so many businesses we have benefited from the Coronavirus Job Retention Scheme, and by carefully managing our capacity and the furloughing of employees we have benefited from the Chancellor's measures. We have prioritised the safety and wellbeing of our teams wherever they are located.

The senior management team introduced regular and routine crisis management meetings and briefings, initially daily, to ensure that all of our departments and service providers remained fully informed and knowledgeable in the ever-changing landscape we faced, and still do. The trustees have held frequent and agile board meetings to ensure that our governance has kept pace with the crisis as it unfolded; implementing measures and safeguards to help equestrians through the crisis and holding a years' worth of meetings in a matter of weeks in the process.

In order to remain as strong, resilient and agile as possible the trustees pooled all of the Society's cash resources so they were available without notice or delay should the need arise. As markets suffered the inevitable hit, we have tracked investment values, monitoring the sharp decline followed by a measured recovery. We reviewed every element of our reserves and transferred the property reserve, historically held as a designated fund to unrestricted funds. This entire exercise ensured we were adequately and appropriately positioned to respond with a high level of confidence and resilience whenever and wherever support may have been needed.

This organisational preparedness and responsiveness has been geared towards using the Society's resources on the one hand to lead, give advice and to lobby on behalf of equestrians and equines everywhere and on the other hand to give tangible financial support to those involved in equine participation to ensure they would survive and continue to care for and look after the horses and ponies they were responsible for. The specific focus therefore was on our members, riding schools, coaches as well as the wellbeing of the industry as a whole.

As equine competition, participation and education were paralysed from March 2020 equestrians had a myriad of questions about how to go about their lives with horses, their horses' health and

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CHAIRMAN'S INTRODUCTION (continued)

welfare, their own safety and wellbeing, what they were allowed to do, and not allowed to do under government guidelines. The BHS therefore developed quick and urgent response mechanisms with our Coronavirus Helpline responding to thousands of queries and our Coronavirus Hub of information, guidance and advice informing the equine world together with a regular flow of multi-channel member communications.

We helped, supported and informed our members, coaches and riding schools at every turn of events through periods of lockdown and the eventual easing of restrictions. Our team of experts interpreted government guidance and liaised with other equine bodies and authorities to give as clear a direction as possible. Varying government guidance between the Nations as the pandemic progressed gave an additional challenge and resulted in our team working for every Nation and responding to differing lockdown periods across the UK.

In addition to placing ourselves as an essential source of information and guidance the Society also recognised the plight of individuals and businesses reliant upon equine activities not only to make a living but, most importantly to care for and feed the horses and ponies in their charge. Riding schools across the country were forced to close and so many found it extremely difficult to cope with the challenges arising from the pandemic. The BHS supported them in a number of ways:

1. An immediate 12-month free period from BHS fees for Approved Riding Schools
2. A payment holiday for Accredited Professional Coaches whose livelihood was at threat and who were key to future equestrian education
3. The trustees commissioned a hardship fund in support of the horses and ponies in BHS riding schools and centres. This fund came primarily from the charity's resources both centrally and from across the regions and nations of the UK as well as from member donations via a national appeal. The aim was simple – for a claim to be straightforward – and to help where help was needed. This pioneering initiative remained in place throughout the year and by early 2021 the value of support had exceeded £1,000,000. The impact has been sustained and judging by the range of responses so well and gratefully received and put to great use. Without the coordination of resources and expertise across the entire Society this great team effort would not have been possible.

The trustees are proud that the Society has used its reserves to support members, other key stakeholders and the horses and ponies in their care. The Society's hardship fund initiative was recognised by government and at the National Equine Forum in March 2021 Lord Gardiner of Kimble, the then parliamentary Under Secretary of State in Defra, commented:

The BHS set up the hardship fund to help meet the cost associated with maintaining the health and wellbeing of horses and ponies. I thank the BHS for their collaboration with the Government to identify the implications that the changing COVID 19 restrictions have had on various equestrian activities

4. The BHS was instrumental in lobbying for the bringing back into use of indoor and covered arenas. We continue to represent the industry as we return safely and sensibly back to something resembling normal activity.

It has been a time like no other for the Society, but throughout the uncertainty the whole Society has been determined to care for, support, inform and advise. Many of the lessons learned and

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CHAIRMAN'S INTRODUCTION (continued)

changes in ways of working due to COVID 19 were positive and the Society will ensure that those beneficial practices are captured and remain part of how we do business.

We feel that we survived 2020 in a strong position – our wonderfully loyal membership not only stayed with the Society but many new members joined us. Additionally, in September we approved a longer-term strategy and earmarked funds for investment to improve our digital presence and communications with our growing membership.

As we have plotted a course through these unheralded times I must pay tribute to the hard work, dedication and enterprise of our entire team, superbly led by James Hick, our Chief Executive, my fellow trustees, past and present, who have been so committed and supportive of the Society's efforts and our brilliant volunteers, who have kept the Society moving forward despite so many local challenges.

We are, like everyone, looking forward to brighter times, but most of all we wish everyone to be safe and well.



Tim Lord
Chairman

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TRUSTEES' REPORT

Status

The British Horse Society is a charitable company incorporated in England. It does not have a share capital and is limited by guarantee. The company is registered as a charity with the Charity Commission and the Office of the Scottish Charity Regulator.

Objectives

Article 2 within the Society's Articles of Association outline the following charitable objectives:

- to promote and advance the education, training and safety of the public in all matters relating to the horse;
- to promote the use, breeding, well-being, safety, environment, health and management of the horse for the public benefit;
- to promote community participation in healthy recreation involving the horse;
- to promote and facilitate the prevention of cruelty, neglect, or harm to horses and to promote the relief, safety, sanctuary, rescue and welfare of horses in need of care, attention and assistance; and
- to promote and secure the provision, protection and preservation of rights of way and of access for ridden and driven horses over public roads, highways, footpaths, bridleways, carriage ways, public paths and other land.

For the purpose of the Society's objectives and activities, horse means any member of the family Equidae

Our Vision

Every horse is respected, protected and enjoyed by knowledgeable, caring people.

Our Mission

We are the charity dedicated to knowledge and encouraging people and horses to enjoy life together

Our Values

Horses First	The Horse is at the heart of all we do
One Team	We collaborate with and value our employees, members, supporters and partners
Respect	We are inclusive and deliver with respect, integrity, dedication and passion
Supportive	We support horses and people to enjoy life together safely
Excellence	We strive for excellence in everything we do

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TRUSTEES' REPORT (continued)

Board of Trustees

The Board of Trustees governs the Society and is responsible for the management of the charity's affairs. The Board consists of:

- between seven and nine members elected by the Society's membership;
- up to three co-opted members; and
- the Chairman

Elected members serve a term of office of three years, co-opted members serve a term of office until the next trustee election. Elections are held annually and are structured to elect members to the board with complementary skills and expertise.

Legal Status of Trustees

The Board of Trustees are registered as trustees with the Charity Commission. They are also the statutory directors of the company and as such are registered with Companies House. Throughout this report the term "Trustee" is used to mean "Trustee and Statutory Director of The British Horse Society". The term "Director" is used to mean the senior member of staff in charge of a directorate.

Qualifying third party indemnity provision is in place for all trustees and directors.

Induction of Trustees

Newly elected trustees take part in a comprehensive induction which sets out their duties and responsibilities as Trustees, together with a programme setting out the aims and operations of the Society and its strategic objectives. The Trustees have access to professional and legal advisers and receive briefings and training on any legislative or good practice issues in respect of the Society's affairs.

Board Activity

The Board of Trustees meets a minimum of six times each year, and in addition, meets with the Society's senior staff to set the direction and strategy of the charity. This cycle of meetings establishes, monitors and evaluates the Society's plans; develops strategies for the delivery of the Society's objects; and identifies the resources, financial and human, required to deliver them.

Board Committees

The Society's Articles make provision for three committees with specific rules for their composition, remit and the frequency of meetings:

- Finance Committee
- Audit Committee
- Nomination Committee

The Board may also appoint such other Board or Advisory Committees as shall be considered beneficial to the Society and delegate to it such powers and functions for it to perform its purpose.

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TRUSTEES' REPORT (continued)

Disclosure of Information to Auditor

The Board engage an independent firm of auditors and so far as the trustees are aware there is no relevant audit information of which the charitable company's auditor is unaware, and they have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

Trustees' Responsibilities in Respect of the Trustees' Annual Report and Accounts

The Trustees are responsible for preparing the Trustees Annual Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare accounts for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group, and of the income and expenditure of the group for that period. In preparing these accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts
- Prepare the accounts on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The Trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable them to ensure that the accounts comply with the Companies Act 2006, the Charities and Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Going Concern

The trustees confirm that they consider it appropriate to adopt the going concern basis of accounting in preparing the financial statements, and do not consider that there are any material uncertainties to the group's ability to continue to do so over a period of at least 12 months from the date of approval of the financial statements. Further detail is provided in the Going Concern accounting policy on page 32.

Public Benefit

The Trustees confirm, that in their opinion they have complied with the duty in Section 17(5) of the Charities Act 2011, to have due regard to public benefit guidance issued by the Charity Commissioner. The objectives of the Society benefit every horse and rider and the public at large.

The Society contributes to the safety and growth of the equestrian industry by encouraging people of all ages and from all sections of society to participate in equestrian activities, by promoting a range of horse-related activities, by working to maximise the opportunities for people to ride in safe environments, and by supporting those people and businesses who provide equestrian facilities.

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TRUSTEES' REPORT (continued)

Investment Policy

The trustees reviewed and revised the Investment Policy during the year and the key components of the policy are as follows:

- The overall objective is to maintain and grow the purchasing power of the portfolio assets with reference to the Reserves Policy
- The trustees adopt a medium level of risk, with an unwillingness to tolerate permanent losses but with an understanding that target returns may lead to a degree of volatility and short-term fluctuations in value
- The majority of investments should be readily realisable, liquid and traded on recognised exchanges
- The assets are expected to be well diversified by class and geographical spread
- Investment managers are instructed to assess each investment as to its ethical and reputational suitability for inclusion in the Society's portfolio.

Website and Other Media Channels

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Society's website and other media channels. The Trustees are mindful that legislation in the United Kingdom, particularly governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

Reserves Policy

The management of the Society's reserves is an integral part of the trustees' overall approach to the charity's stewardship and risk management. The need for reserves will vary depending on the circumstances that the trustees identify at any point in the planning cycle. In determining a Reserves Policy, the following factors have been considered:

- The requirement for short to medium term protection against a significant loss in income
- The need to ensure the provision of adequate resource (human and financial) in the event of the need for a period of recovery
- The flexibility to be able to respond to growth and investment opportunities as and when the need arises
- The high level of discretion held by the trustees over the commitment of charitable expenditure and the need to sustain a level of professional staff

The trustees wish to maintain freely available reserves at a level that enables the charity to manage and withstand the necessary period of recovery from a significant loss in revenue. The trustees have identified that the exposure from such a significant loss would be in the operating range of £1.5 million to £2.0 million and require that net cash or cash equivalents are maintained at that operating range. The trustees have also identified that the level of non-refundable income deferred into future periods is sufficient to sustain 3 months' worth of staff resource.

In April 2020, to ensure that the Society had reserves and resource to draw upon to protect against the effect of the COVID 19 pandemic and to prioritise resource to support horses in need, the trustees authorised the transfer of the property reserve (established in 2010) from designated funds to unrestricted funds as its original purpose had become outdated. As a result, the level of unrestricted undesignated reserves at 31 December 2020 rose to £5.6m (2019: £2.5 million) which is greater than the operating range of £1.5 million to £2.0 million required to be maintained by the trustees.

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STRATEGIC REPORT

Although our plans for 2020 were severely curtailed and adapted the following pages comment on our achievements and activities in the normal way with a measure of impact, by department, and aim to identify beneficiary groups where appropriate. Inevitably there are many references to the impact of the COVID 19 pandemic and our response as an organisation, our work on behalf of the industry, and our support for our members and stakeholders.

Access

In another busy year for the Access Team, 2020 saw the further roll out of the Society's Access Field Officer programme with the appointment of four more officers, covering Yorkshire, East, South West and the West and East Midlands.

The pandemic saw us delivering all our training virtually which meant we were able to provide training to many more people efficiently and in a timely manner.

The recreational challenge faced by us all shone a spotlight on access issues with the nation appreciating just how important access to the great outdoors is for the health and wellbeing of the nation. The increasing number of people making use of the public rights of way network brought its own pressures, and the Society worked to promote responsible and safe use.

There are now only 5 years until the 2026 cut-off date for the recognition of bridleways in England and Wales. The Society has continued to lobby for the deadline to be extended by 5 years, and we continue to our work to record and safeguard as many off-road routes as possible. 2020 saw another 635 applications registered as part of our Project 2026. Research has been difficult for our volunteers with many archives and records being closed because of the pandemic. The Society is grateful to Sport England for extending our grant for this work for a further year to take account of this.

The pandemic put a halt to many of our Ride Out UK events, but the ones that were able to go ahead made a valuable contribution to the Ride Out Fund. The fund was also boosted by our Rideathon in which participants set out with the aim of riding, carriage driving, walking or cycling 70km and raising £70 each. The Ride Out Fund funded or partnership-funded 5 projects in the year.

The equestrian access capacity of BHS in Scotland has grown significantly and we now have forty access representatives and fifteen active equestrian access groups across the country. We have also formed closer, more productive partnerships with other recreational groups through the Scottish Outdoor Recreation Alliance, with a board seat on ScotWays and the role of convenor of the Scottish National Access Forum.

During 2020 BHS in Scotland responded to over 120 planning consultations on behalf of horse riders and directly tackled over 70 access cases providing an advocacy service and delivering training on the Scottish Outdoor Access Code.

Work has continued in Northern Ireland to produce a new online document "Enabling Equestrian Access in Northern Ireland" aimed at local authorities and relevant land-owning bodies for publication in 2021.

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STRATEGIC REPORT (continued)

Education

Our career pathway, which takes candidates through the stage qualifications, were vastly affected by COVID 19 regulations and lockdowns. The Society worked hard to amend assessment methodology, as well as training and assessment guidance, and as a result managed to deliver 3000 assessments, supporting candidates, coaches and centres. The BHS supported over 5000 learners through our challenge awards, many of these being delivered virtually by our Accredited Professional Coaches and Approved Riding Schools.

We supported our Accredited Professional community through payment holidays, regular COVID 19 updates and virtual CPD course, virtual safeguarding courses and virtual first aid courses to help them keep working within the Government guidance during the pandemic.

The only large-scale education event was a successful 2-day convention at Addington, the two day prior to the announcement of lockdown from the Government. We were delighted to be joined by HRH Princess Anne, as well as hundreds of coaches. We were thrilled to get both national and international press coverage of this outstanding event.

Although our international programme was significantly curtailed we maintained our links with our international centres and intend to be ready to deliver BHS standards whenever opportunity presents itself safely.

Fundraising and Associated Initiatives

2020 has proved to be a difficult year for so many, not least our Riding Schools. The BHS set up the COVID Appeal to support BHS Approved Riding Schools whilst they were under enforced closure. The Appeal secured over £100,000 in donations and support from the general public, charitable trusts and industry suppliers. This support, along with a significant contribution from BHS reserves both centrally and regionally, has provided in excess of £700,000 to support our riding schools, ensuring welfare needs were met through the provision of food, farriery and healthcare to riding school horses and ponies.

In 2020 we continued the implementation of the Fundraising Strategy. One of the key objectives is to grow the contribution from Charitable Trusts and Granting Bodies. We have been successful in securing considerable support for the Changing Lives through Horses programme.

We secured a grant from the Department for Transport for vital research to improve reporting of horse rider and equine incidents and accidents on UK roads to the BHS horse incident database. Research is being conducted to determine why only 845 incidents and accidents were reported to the BHS database in 2018-19, compared to 3,447 patients needing hospital care after being involved in a road incident whilst riding a horse in 2018-19. We will act upon the key findings from the report, to double the number of horse riders reporting road incidents within two years to the BHS specialist horse incident database.

Funding of £50,000 was secured from Derbyshire Environmental Trust to enable crucial maintenance and drainage work to a bridleway which provides essential off-road access and connection to an extensive network of routes; including Shipwright's Way and Alice Holt Forest. The bridleway had become extremely unsafe due to its inadequate drainage. The project will commence in spring 2021 and consist of draining, widening and resurfacing 850m of the 860m route.

Equine Grass Sickness (EGS) continues to kill horses and ponies every year. We secured £20,000 of funding to support a collaborative project between the BHS, Moredun Foundation, and the Equine

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STRATEGIC REPORT (continued)

Grass Sickness Fund. The funds will support the development of a biobank which will be a store of samples collected for research into EGS. This will include samples taken from the horse, pre- and post-mortem, including faecal, blood, serum, gut biopsy, gut content, microbiome analysis along with samples from the premises where the horse has been grazing; including soil, grass and forage, neighbouring plants and fungi. This information should provide valuable insight into the yet undetermined cause of grass sickness.

Our Legacy Campaign has continued to evolve, and we have received two considerable legacies in 2020 which will lead to longer term planning and implementation for their directed use. During the periods in the year where we have not been in lockdown a series of legacy days have been hosted at BHS Approved Riding Schools. This has provided a unique opportunity for individuals considering leaving a legacy to see some of the work of the BHS first-hand. This has included observing young people taking part in the Changing Lives through Horses programme and meeting some of the Second Chance horses and ponies who have been rehabilitated in our riding schools.

The British Horse Society is registered with the Fundraising Regulator. We monitor our fundraising activities to ensure we follow the Code of Fundraising Practice and the Fundraising Promise, with no complaints arising in 2020.

Membership

We started the year with 108,355 members and ended the year with 116,320 members, a net gain of 7,965 (7.35%) despite the challenges of a global pandemic. We saw a real step up in recruitment from our Together We Can advertising campaigns from May onwards as easing of the first national lockdown began.

As well as the increase in recruitment we also saw a drop in attrition due to some significant improvements to our membership journey communications. We also improved the system for paying by credit or debit card, ensuring greater security for our members and the BHS regarding card payments. Towards the end of the year we launched a new online journey for new members to reduce the time taken to join and to ensure it is optimised for those on mobile devices.

Throughout 2020 we were mindful on two counts as to how our insurance offer to members could be affected in advance of 2021.

Firstly in terms of cost, in a world where premiums for all insurance cover is generally rising, and with underwriters becoming more and more defensive in terms of exclusions and terms, we were able to negotiate a good position going forward, keeping the cost impact to a manageable level.

Secondly, with the Brexit deadline looming we were concerned about our ability to offer insurance outside of the UK. This had a particular bearing for those members resident in the Republic of Ireland. After months of research with our brokers SEIB and discussions with underwriters it became clear that there wasn't any way we could legally continue to offer insurance as part of our membership packages in the Republic of Ireland. It was a devastating message to have to give, but we will be ready to act quickly should the regulatory landscape change.

Participation

With our community of Approved Centres operating under such challenging and perilous circumstances, 2020 saw us embark on a programme of support, both in terms of guidance and information, and in terms of financial support for the wellbeing of horses and ponies in their charge.

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STRATEGIC REPORT (continued)

With such prolonged enforced closures in the face of the pandemic the very core of the equine industry has never known such a threat to its future.

In April, very quickly after the first national lockdown was announced the trustees established the BHS Approved Centre Hardship Fund to support the welfare of Riding School horses and ponies. The fund was created from charitable monies held within BHS reserves centrally, regionally and from all UK countries. This was added to by a national appeal and was sustained by further utilising the Society's reserves. In three rounds of applications in April, June and December 400 riding schools and trekking centres received in excess of £400,000 worth of grants to be used on feed, forage, farriery, bedding and emergency veterinary fees. In addition BHS Approved Centres enjoyed a free period of a year on fees. The package of support in 2020 was greater than £700,000. This support continued into 2021 with a fourth round of applications pushing the level to in excess of £1M.

In addition to the Hardship Fund the Approved Centre team remained closely engaged with centres throughout the crisis, ensuring information and guidance, ranging from COVID-secure procedures to advice on the availability of business support and government grants was provided in the ever changing landscape. Throughout it was key to ensure the correct interpretation of legislation and guidance.

Communication and engagement were the hallmark of the team's approach, with personal telephone calls, virtual coffee mornings and social media involving centres sharing experiences, coping strategies and ideas to ensure survival.

As a result the BHS Approved Centre Facebook page now has nearly 800 members with many Centres commenting on how helpful and efficient it has been for getting updates, plus the sense of community it has given them.

Despite the pandemic work has continued to ensure that the BHS Approved Centre scheme remains world renowned as a statement of quality assurance for the high standards of care and services provided to horses and riders. Centre inspections ceased at the first national lockdown and we have used the time and the learnings from lockdown to develop a new structure with an appropriate mix of inspection and business support.

In 2021 each region will have a designated Business Support Manager (BSM) as their BHS point of contact. The service will be much more customer focused and personal, therefore aiding retention and growth of the scheme.

The creation of a 'Pending Category' for Approval was introduced during 2020 to ensure that such centres would remain engaged with the idea of joining the scheme. This has proved successful so far and centres that have joined in this category will take priority for face to face inspection visits once restrictions have been lifted and inspections can be carried out safely.

Our ambitions for the Changing Lives Through Horses initiative were dealt a similar blow by the pandemic, though we continued to provide the programme for disengaged young people whenever possible. Local authorities agreed with our position that centres should continue on a COVID-secure basis – with the emphasis on increased wellbeing 572 certificates were awarded in 2020, through 27 centres, 6 of them newly added to the programme.

To build on this strong foundation the programme now has strong links to the national curriculum with plans in place to refresh course and coaching materials.

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STRATEGIC REPORT (continued)

Throughout 2020 our Regional and National Managers have been busier than ever. The pandemic and subsequent restrictions on 'face to face' events have required them to become experts at online 'virtual' events. The team supported members and the equestrian community throughout the pandemic by being available to disseminate information and answer a multitude of queries.

Widespread home working and our improved technology infrastructure enabled the team to engage the equestrian community through an extensive programme of innovative and informative events, which were very well received and supported.

With so many shows and major events cancelled the Big BHS online photo show was a resounding success with over 3500 entries from across the UK resulting in regional and national winners. During late Summer there was a small window of opportunity to hold face to face events and a number of activities were held across the UK following COVID-safe protocols. These included day camps, pleasure rides and training days.

Our British Riding Clubs programme was understandably severely curtailed. The BRC Arena Eventing was a huge success before the national lockdown with increased numbers across all classes over two days of competition. At the BRC Dressage to Music, ran with all COVID 19 protocols in place, competitors and officials delight to be out and competing was very much in evidence. But with so much down time, keeping a high level of engagement with clubs, officials, volunteers and members became paramount – and we ran 16 virtual clinics with a total of 512 attendees.

The year culminated with our first ever virtual competition – ran entirely in house by the BRC team – the BRC Christmas Cracker. With a huge collective will we ran 10 sections and received 325 entries in an innovative addition to the programme of events.

Safety

The Safety Team, alongside everyone else, had specific challenges in 2020, but we were still able to build on all the partnership working that has been developed with key stakeholders in all our departmental strands. Obviously, the Dead Slow campaign occupied most of our time and resources, but we had significant impact in many areas. This important campaign is aimed at improving the safety of horses, riders and carriage drivers on our roads. It educates drivers in how to pass horses safely, but also gives safety advice and information to riders. It has three strands, Safer Drivers, Safer Riders and Safer Horses.

A major piece of work has been the review of the Highway Code for vulnerable road users. The BHS were part of the Stakeholders Review Group alongside the Department of Transport, DVSA, Cycling UK and Living Streets. The proposals were put to consultation between July and Oct 2020. We will be invited to respond to the consultation in 2021.

The pandemic has not halted the Safety Team's involvement with Road Safety Partnerships, Road Safety GB, working with the Police, Fire and Rescue Services and Driving Instructors. The Safety Team have been part of many Road Safety Webinars and been asked to speak and present to road safety professionals.

Part of the partnership approach has been to work with local authorities, to place Dead Slow signs at locations where there have been a number of near misses reported to the BHS on our Horse Incident website. These signs have been well received by riders and have had an impact to the safety of equestrians.

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STRATEGIC REPORT (continued)

The BHS were awarded a grant from the Department of Transport to review and refine the Horse Incidents website and encourage more riders to report incidents. A researcher was employed as part of the grant, and improvements to the website, together with an APP are soon to be implemented.

We have still held Road and Rider Awareness events, and training for commercial driving companies, albeit virtually, on the Dead Slow campaign. These events are held to inform drivers, riders and other vulnerable road users of responsibilities and advice on how to stay safe on the roads when passing horses.

In Road Safety Week in November the BHS released our Dead Statistics for the year and had 56 pieces of local and national media coverage, together with 71,000 views to our specially filmed videos for the week with Road Safety professionals.

In October we were able to continue the 'Henry the Horse' initiative in a COVID-friendly way. This interactive project is to inform 9- and 10-year-old children how to walk or cycle safely past horses. It also gives the Dead Slow messages to parents. This initiative is being evaluated by ROSPA and has had superb reviews from parents, head-teachers and school children.

The Safety Team has been instrumental in two forums, the APPG for Towing and Highways England Towing Group in educating equestrians on how to tow safely and now has important partners in this field. There have been instructional videos and sharing of information with the Police, Highways England and equestrians. The BHS are an important part of this community.

The BHS have also been consulted by the Governmental Office of Product Safety and Standards regarding Firework safety and equestrians.

Welfare

Before COVID 19 was a concern in the UK, a successful healthcare and education clinic took us off to a flying start with 38 horses attending, of which 15 were castrated. Our clinics aim to break the cycle of indiscriminate breeding by reaching out to owners and communities who may not normally seek regular healthcare for their horses who have been identified as vulnerable. Plans are in place for 2021 and we cannot wait to get back out when it is safe to do so. It is thanks to our members and donors that we are able to carry out our welfare work and continue our aim of ending needless cases of neglect.

Following the Government announcement for lockdown, like many other organisations across the UK our headquarters closed, and all BHS staff moved to working from home. The role of the welfare team quickly shifted, and our phone line became the main COVID 19 helpline to support horse owners, equestrian businesses, and coaches through these very challenging times. Our dedicated team were on hand to provide advice, support and reassurance, with extended hours introduced over weekends to ensure anyone who needed it, could access this service. Throughout 2020 our team responded to more than 2120 coronavirus related queries.

Alongside our COVID 19 helpline, we have continued to answer queries on a range of welfare and care topics and offer support and advice where needed. This year our experienced and knowledgeable Welfare Helpline Coordinators have supported over 11,000 people.

As we moved into the first National lockdown, our Welfare Advisers voluntary work sadly had to be put on hold. However, during the lockdown urgent concerns were responded to by our three employed Field Officers as they expanded their coverage. As lockdown eased, they quickly

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STRATEGIC REPORT (continued)

prioritised other concerns that were pending an assessment. Throughout the period of March – July, a total of 238 concerns were responded to. In August, our volunteer Welfare Advisers across all Nations returned to their role to support a further 675 concerns. In total this year together, we have processed over 1385 concerns.

In addition to this we have also supported many horse owners through our Friends At The End initiative. This year has created challenges for us all and with continuous changes to circumstances, many horse owners have had to make the very difficult decision on the future of their equine companion. However, our network of Friends At The End volunteers and staff help to ensure that no horse owner faces this loss alone and have been on hand to provide support to 45 horse owners this year.

An integral part of our work is working collaboratively with other welfare organisations to help support horse owners and improve the welfare of horses in their care. 2020 has presented challenges for us all, meaning this collaborative work has been more important than ever, as rescue centres continue to work at full capacity. Our team has been involved in a large multi-agency operation, which saw us passport and microchip 70 horses, alongside World Horse Welfare, Bransby Horses, Redwings Horse Sanctuary and the University of Cambridge Vet School. An important aspect to this job was the gelding of each of the colts and stallions to prevent further indiscriminate breeding. Through this work and the further support from World Horse Welfare the horse owner is in a much better position to rehome the horses, so they can decrease their numbers and ensure the appropriate care can be given.

Our presence across social media platforms has allowed us to interact successfully with horse owners and the general public, providing educational advice and support on key welfare issues. A major part to this has been through our #WelfareWednesday and additional welfare posts which this year have reached over 4.7 million people. This has been enhanced further through our targeted campaigns.

Our Be Horse Aware campaign was created following increased reports of horses being made seriously ill, suffering significant injuries, and even dying, due to members of the public feeding horses or because of a direct action such as not closing a gate. We aim to raise awareness among the public, about the importance of not feeding horses if they encounter them, as well as some reminders about the Countryside Code. The promotion of this campaign had a significant impact with our Facebook post, which over the Easter Bank Holiday reached 1 million people.

Our second Colic Awareness Week was held in October, which involved daily webinars produced and presented by the veterinary team at the University of Nottingham and encouraged people to Pledge to React, ensuring a plan was in place should their horse suffer with colic. Through this campaign 3000 people joined in to watch the webinars and over 1500 people signed up to receive their free Equine Care and Emergency Plan.

On top of our proactive welfare work we also have an amazing network of staff within our team taking on numerous passport applications. Our passport team are also on hand to answer any queries relating to your horse's passport or current passport regulations within the UK. We have seen a large surge in applications this year following changes to equine passporting laws within the UK, whereby all foreign passports must be over stamped and retrospective microchipping. This year we have processed over 1,380 passports.

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STRATEGIC REPORT (continued)

On behalf of the BHS Welfare Team, we would like to say a huge thank you to our valued members, supporters and Welfare Advisers, who are an integral part of our work and what we have been able to achieve throughout 2020. This continued support offers a positive contribution to our impact on improving welfare through education and through this the welfare of thousands of horses across the UK.

Our Volunteers

Our volunteers were able to stay connected, albeit virtually via a new technology platform. This enabled committees to come together and continue to provide significant support to the Society. Committees continued to support key campaigns and our work across Welfare, Access and Safety. Of note, was the monies contributed by our volunteer committees to the hardship fund for the care of riding school horses and ponies as a result of the enforced closure of riding schools during the pandemic.

During 2020, three new volunteering roles were established:

- **BHS COVID 19 Support Volunteer Buddy:** This role was introduced in direct response to the COVID 19 pandemic. It provides essential support for horse owners who are unwell/isolating and unable to attend to the basic care of their horse.
- **BHS 2026 Project Historical Research Volunteer:** This role has been formalised in England & Wales to help identify and register historic routes before the final deadline
- **Occasional Volunteers:** Volunteers who can support local BHS events and activities in their area, from helping on a show stand, at a pleasure ride or in the refreshment/tea rooms, Occasional Volunteers can help by marshalling, baking, fence judging, selling raffle tickets – there is always plenty to do!

The BHS Annual Awards provides an opportunity to recognize the fabulous work undertaken by our volunteers. During 2020 a new, simplified, online form combined with various national lockdowns meant that we received a record-breaking number of nominations. A new Awards Panel provided a shortlist of nominations to the Board. Due to the pandemic we will be holding a combined awards ceremony for 2020/21 in 2021.

Operations and Infrastructure

In March, along with all other businesses, Equestrian House was closed for regular business and used for essential work only as the entire BHS team all started working from home. It has been a challenge throughout the year to identify areas where working from the office was essential and unavoidable but sensible planning, communication and strict adherence to COVID-secure guidelines has meant we have been able to provide a safe environment for our team when the need arose.

The wellbeing of our employees has been a priority throughout the year. As well as applying COVID-secure policies and procedures we have ensured regular engagement, both formal and informal, to support our teams through the many challenges faced with the upheaval of our normal working practices.

Our technology team were very proactive in refreshing user technology in late 2019 and early 2020 which meant we were in a very strong position when the working from home directive came in

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STRATEGIC REPORT (continued)

March. The introduction of video conferencing facilities has meant operations could continue and has contributed a significant saving in the costs of travelling to and holding meetings, both internally and externally.

A digital transformation strategy and associated funding was approved by the Trustee Board in September 2020 with a focus on an 'outside-in' approach to making engagement via technology simpler and easier for members and stakeholders. A new membership joining experience has been launched online as part of this strategy with much more to follow in 2021.

We have continued to focus on delivering technology without significant cost increase during 2020 while ensuring cyber security is robust in a year that has seen an increased level of threat globally in this area.

Risk

In order to fulfil their responsibility to identify and manage the risks that the Society faces, the Trustees require a risk register to be maintained. The risks documented therein are reviewed by the Audit Committee and the Finance Committee as part of their programme of work.

The register is updated and revised at least six-monthly, and where appropriate, the trustees, a specific director, or group of directors is assigned to each risk. The register is made available for inspection to the Society's auditors. During 2020 the Trustees recognised the following principal risks:

- A significant decline in income due to either internal or external factors
- A major outbreak of an equine disease which may adversely affect members' ability or influence their choice to remain in membership
- Reductions in membership if membership services and benefits are not maintained, or their perceived value is diminished

Financial Report for the Year

The trustees are pleased to present a small deficit on unrestricted funds of £3,000, before the adjustment for the release of the property reserve which leads to our unrestricted undesignated reserves being at a level of £5,611,000 at the year end. This is a conscious move to ensure resilience against the uncertainty of the COVID 19 pandemic. This level of reserves complies with our overall reserves policy.

The expenditure on designated funds, of £940,000 represents planned investment in the Society's charitable objectives and infrastructure and is presented in detail in note 16 to the accounts. During the year BHS received revenue for specific purposes of £742,000 and made associated expenditure of £309,000 and these are accounted for within Restricted Funds and is presented in detail in note 15 to the accounts.

A significant drop in education and event-based revenues was largely compensated for by the growth in membership revenue, with total revenue reducing by 3% to £12,145,000 (2019: £12,582,000). Enforced inactivity in many areas saw a reduction in charitable expenditure of 12% to £11,289,000 (2019: £12,803,000).

Despite a severe drop in values in the period from February to April, investment holdings recovered to a level where unrealised losses only amounted to £24,000.

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STRATEGIC REPORT (continued)

Our continued aim is to maximise the impact of our charitable spend while gaining value for money and efficiencies on our overheads. Total expenditure, and an analysis thereof, is presented in note 7 to the accounts, and our staff costs and numbers are outlined in detail in note 8 to the accounts. We continue to project forward and forecast performance and cashflow to ensure resources are available for future plans.

The trustees, in this difficult year felt it important that the Society used its resources proactively to assist various stake holders – primarily Approved Riding Schools and Approved Professional Coaches given pressures on them due to COVID 19, as described above. These decisions were made with an expectation that reserves would fall but maintain consistent with the Society’s reserve policy. However due primarily to the significant increase in membership (a net gain of 7,965 members - 7.35%) supported by a membership price increase and effective management of costs, reserves have been sustained and have been earmarked for several projects in 2021 and beyond.

Future Plans

During 2020 we learned to forecast and model every initiative and project using a number of scenarios, and were very often prepared to do so again, and again. We have learned to be flexible, proactive and yet responsive to changing circumstances. It appears 2021 will very much demand the same approach. While we have by no means abandoned our Strategic Plan 2019 – 2024, the immediacy and significance of the global pandemic has meant that we have had to flex and adjust within our guiding principles.

As an organisation we have learned so much throughout the crisis of 2020 and moving into 2021 we have realised the value of resilience and determination to support, advise and deliver quality services while managing the resources at our disposal. We wish to capture all the positive collaboration and collective goodwill that has driven us through recent months, and 2021 will see us launch our Ride By Your Side initiative as a tangible, beneficial way of working with all our members, stakeholders and friends.

The Trustees’ Report, Strategic Report and the Financial Report were approved by the Board on:

30th June 2021



Tim Lord
Chairman

THE BRITISH HORSE SOCIETY
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For the year ended 31 December 2020

OFFICERS AND DIRECTORS

PATRON:	Her Majesty Queen Elizabeth II
VICE-PATRON:	Her Royal Highness the Princess Royal
PRESIDENT:	Martin Clunes OBE
TRUSTEES:	
Chairman:	Tim Lord
Vice-Chairman:	Sally McCarthy
Other Elected Trustees:	Sarah Simpson Fran Mason Sandra Harris (elected July 2020) Ken Law (re-elected July 2020) Lesley Donaldson (elected July 2020, resigned January 2021) Jane Domhill (term of office ended July 2020) Diane Tranter (term of office ended July 2020)
Treasurer (co-opted):	Gaby Gläsener-Cipollone (resigned June 2020)
Other Co-opted Trustees:	Professor Tim Morris (co-opted July 2020) Rt. Hon. Dame Caroline Spelman DBE PC (co-opted July 2020) Gillian Longhurst (co-opted March 2021)
SENIOR MANAGEMENT TEAM:	
Chief Executive	James Hick
Chief Operating Officer	Sarah Phillips
Director of Access	Mark Weston
Director of Business Development	Georgina Walters
Director of Education	Alex Copeland
Director of Finance	Duncan Snook
Director of Fundraising	Tracy Casstles
Director of Marketing and Communications	Sandra Ford
Director of Membership	Emma Day
Director of Participation	Laura Sanger (from January 2021)
Director of Safety	Alan Hiscox
Director of Technology	Paul Perkins
Director of Welfare	Gemma Stanford
COMPANY SECRETARY:	Duncan Snook

THE BRITISH HORSE SOCIETY
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For the year ended 31 December 2020
ADMINISTRATIVE DETAILS, ADVISERS AND COMPANY INFORMATION

Registered Office and Principal Address

The British Horse Society, Abbey Park, Stareton, Kenilworth, Warwickshire CV8 2XZ

Legal and Charitable Status

The Society was incorporated on 5th November 1947 as a company limited by guarantee and is governed by its Articles of Association. The company number is 444742. The Society's charity registration numbers are 210504 in England and Wales, and SCO38516 in Scotland.

Subsidiaries

The British Horse Society (Trading Company) Limited was incorporated on 11 September 1991 as a wholly owned subsidiary of the Society. The company's registration number is 2644832.

The British Horse Society Qualifications Limited (formerly Equestrian Qualifications GB Limited) was incorporated on 18 January 2006 as a wholly owned subsidiary of the Society. The company's registration number is 5679140.

The results of the two subsidiaries above have been consolidated within the accounts of the Society.

Auditors

RSM UK Audit LLP
St Philips Point, Temple Row, Birmingham B2 5AF

Bankers

Lloyds Bank plc
125 Colmore Row, Birmingham B3 3SF

Legal Advisers

Bates Wells & Braithwaite LLP
10 Queen Street Place, London EC4R 1BE

Taxation Advisers

RSM UK Tax and Accounting Limited
St Philips Point, Temple Row, Birmingham B2 5AF

Investment Managers

McInroy & Wood
53 Davies Street, London W1K 5JH

M & G Investments
Laurence Pountney Hill, London EC4R 0HH

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2020; and of the group's and the parent charitable company's incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the directors' report and the strategic report, prepared for the purposes of company law and included within the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report and the strategic report, included within the trustees' annual report, have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report or the strategic report, included within the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out on page 6 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

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

Auditor's responsibilities for the audit of the financial statements

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

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006,

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF THE BRITISH HORSE SOCIETY

Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, the parent charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from internal/external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to General Data Protection Regulation (GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group/parent charity is in compliance with these law and regulations and read minutes of trustee meetings.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

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

Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

PAUL OXTOBY (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

St Philips Point

Temple Row

Birmingham

B2 5AF

Date 5 August 2021

RSM UK AUDIT LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

THE BRITISH HORSE SOCIETY
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
For the year ended 31 December 2020

		Unrestricted	Designated	Restricted	2020	2019
		£000	£000	£000	Total	Total
					£000	£000
Income and endowments from:						
Donations, legacies and grants	2	216	-	731	947	501
Charitable activities:						
Membership subscriptions	3	9,520	-	-	9,520	8,764
Job Retention Scheme Grants		275	-	-	275	-
Examinations and other fees		419	-	-	419	1,555
Events		274	-	5	279	909
Other trading activities:						
Trading income		149	-	-	149	163
Advertising		299	-	-	299	391
Commission received		7	-	-	7	8
Challenge Rides		-	-	6	6	21
Other income	4	237	-	-	237	252
Investment income	5	6	-	-	6	18
Total income		11,402	-	742	12,144	12,582
Expenditure on						
Raising funds	7	613	-	17	630	796
Charitable activities	7	10,057	940	292	11,289	12,803
Total expenditure		10,670	940	309	11,919	13,599
Net income/(expenditure)		732	(940)	433	225	(1,017)
Net (loss)/gain on investments		(24)	-	-	(24)	424
		708	(940)	433	201	(593)
Transfers between reserves	15,16	(711)	818	(107)	-	-
		(3)	(122)	326	201	(593)
Property reserve transfer	16	3,092	(3,092)	-	-	-
Net movement in funds		3,089	(3,214)	326	201	(593)
Fund balances brought forward		2,521	3,966	653	7,140	7,735
Fund balances carried forward		5,610	752	979	7,341	7,142

A separate statement of income and expenditure has not been prepared on the basis that there is no significant difference from the group statement of financial activities.

THE BRITISH HORSE SOCIETY
SOCIETY STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
For the year ended 31 December 2020

		Unrestricted	Designated	Restricted	2020	2019
		£000	£000	£000	Total	Total
					£000	£000
Income and endowments from:						
Donations, legacies and grants	2	217	-	731	948	501
Charitable activities:						
Membership subscriptions	3	9,520	-	-	9,520	8,764
Job Retention Scheme Grants		275	-	-	275	-
Examinations and other fees		420	-	-	420	1,555
Events		274	-	5	279	908
Other trading activities:						
Trading income		59	-	-	59	60
Advertising		-	-	-	-	2
Commission received		7	-	-	7	8
Challenge Rides		-	-	6	6	21
Other income	4	253	-	-	253	273
Investment income	5	6	-	-	6	18
Total income		11,031	-	742	11,773	12,110
Expenditure on						
Raising funds	7	272	-	17	289	327
Charitable activities	7	9,996	940	292	11,228	12,746
Total expenditure		10,268	940	309	11,517	13,073
Net income/(expenditure)		763	(940)	433	256	(963)
Net (loss)/gain on investments		(24)	-	-	(24)	424
		739	(940)	433	232	(539)
Transfers between reserves	15,16	(711)	818	(107)	-	-
		28	(122)	326	232	(539)
Property reserve transfer	16	3,092	(3,092)	-	-	-
Net movement in funds		3,120	(3,214)	326	232	(539)
Fund balances brought forward		2,611	3,966	653	7,230	7,769
Fund balances carried forward		5,731	752	979	7,462	7,230

THE BRITISH HORSE SOCIETY
BALANCE SHEETS
Company Registration Number: 00444742
At 31 December 2020

	Notes	Group		Society	
		2020 £000	2019 £000	2020 £000	2019 £000
FIXED ASSETS					
Intangible fixed assets	9	374	533	374	533
Tangible fixed assets	10	3,127	3,413	3,127	3,413
Investments	11	2,876	2,900	2,881	2,905
		6,377	6,846	6,382	6,851
CURRENT ASSETS					
Stock		106	124	-	-
Debtors	12	962	1,368	1,129	1,518
Term deposits		1,500	1,636	1,500	1,636
Cash at bank and in hand		1,992	1,051	1,967	1,037
		4,560	4,179	4,596	4,191
CURRENT LIABILITIES					
Creditors due within one year	13	3,325	3,638	3,245	3,567
		1,235	541	1,351	624
NET CURRENT ASSETS					
Creditors due after more than one year	13	271	245	271	245
		7,341	7,142	7,462	7,230
REPRESENTED BY					
Restricted funds	15	979	653	979	653
Designated funds	16	752	3,966	752	3,966
Other charitable funds	17	5,725	2,611	5,731	2,611
Non-charitable trading funds	17	(115)	(88)	-	-
		7,341	7,142	7,462	7,230

The financial statements were approved and authorised for issue by the Board on and signed on its behalf by:

30th June 2021


Tim Lord
Chairman


Sally McCarthy
Director

THE BRITISH HORSE SOCIETY
CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended 31 December 2020

	2020		2019
	£000		£000
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	848		(394)
Cash flows from investing activities:			
Interest from investments	6		18
Purchase of intangible fixed assets	(49)		33
Purchase of tangible fixed assets	-		(48)
Disposal of tangible fixed assets	-		4
Purchase of investments	(17)		(16)
Disposal of investments	17		17
Net cash (used in)/provided by investing activities	(43)		8
Change in cash and cash equivalents in the year	805		(386)
Cash and cash equivalents at the beginning of the year	2,687		3,073
Cash and cash equivalents at the end of the year	3,492		2,687
Reconciliation of net income to net cash flow from operating activities:			
Net income/(expenditure) for the year	202		(593)
Depreciation and amortisation	494		576
Investment income	(6)		(18)
Investment losses/(gains)	24		(424)
Movement in stocks	18		(14)
Movement in debtors	405		68
Movement in creditors	(289)		11
Net cash provided by/(used in) operating activities	848		(394)
Analysis of changes in cash and cash equivalents	At 1st		At 31st
	January		December
	2020	Cash flows	2020
Cash at bank	1,051	941	1,992
Short term deposits	1,636	(136)	1,500
	2,687	805	3,492

THE BRITISH HORSE SOCIETY
SOCIETY STATEMENT OF CASH FLOWS
For the year ended 31 December 2020

	2020		2019
	£000		£000
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	837		(331)
Cash flows from investing activities:			
Interest from investments	6		18
Purchase of intangible fixed assets	-		33
Purchase of tangible fixed assets	(49)		(48)
Disposal of tangible fixed assets	-		4
Purchase of investments	(17)		(16)
Disposal of investments	17		17
Net cash (used in)/provided by investing activities	(43)		8
Change in cash and cash equivalents in the year	794		(323)
Cash and cash equivalents at the beginning of the year	2,673		2,996
Cash and cash equivalents at the end of the year	3,467		2,673
Reconciliation of net income to net cash flow from operating activities:			
Net income/(expenditure) for the year	232		(539)
Depreciation and amortisation	494		576
Investment income	(6)		(18)
Investment losses/(gains)	24		(424)
Movement in debtors	389		63
Movement in creditors	(296)		11
Net cash provided by/(used in) operating activities	837		(331)
Analysis of changes in cash and cash equivalents			
	At 1st		At 31st
	January		December
	2020	Cash flows	2020
Cash at bank	1,037	930	1,967
Short term deposits	1,636	(136)	1,500
	2,673	794	3,467

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

1. Accounting Policies

Basis of Accounting

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

The British Horse Society meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below:

Basis of Consolidation

The group accounts consolidate the financial statements of the Society and its trading subsidiary undertakings. Intra-group transactions are eliminated on the consolidation. Surpluses and deficits of organisations entering or leaving the group are included from the date of acquisition or up to the date of disposal.

Income

Income is stated net of VAT, where VAT is chargeable. There have been no significant changes in operations during the year. Income received for training courses, examinations and events is included in the statement of financial activities on the date on which the course, examination, or event occurs. Income received in advance, inclusive of membership income, is included within creditors. Gift aid income resulting from membership is accounted for on a receivable basis. Other income, including affiliation fees, is recognised when it is receivable.

Subscriptions

Annual subscriptions are recognised and time apportioned on a monthly basis. A proportion of life memberships are deferred. This deferral is calculated with reference to estimated remaining years to expiry.

Legacies and Donations

Credit for income arising under these headings is taken in the year in which the amount can be assessed with reasonable probability. Donations and legacies received for the general purposes of the Society are credited to 'other charitable funds'. Donations and legacies, subject to specific wishes of the donors are recognised as restricted funds.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

1. Accounting Policies (continued)

Costs of raising funds comprise the costs of commercial trading and assessment of examiners. **Expenditure on charitable activities** includes the costs of exams, events and providing membership services. **Other expenditure** represents those items not falling into any other heading. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those costs incurred directly in support of expenditure on the objectives of the charity and are allocated on the basis of headcount attributable by department.

Intangible and Tangible Fixed Assets

Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition. Tangible fixed assets are depreciated from the date of acquisition on straight line basis to write off their cost over their expected useful lives. Intangible fixed assets are capitalised in respect of project related software and development costs and are written off once commissioned over their expected useful lives. The annual rates applied to the principal items are:

Freehold buildings	25 years
Fixtures and fittings	3 – 5 years
Motor vehicles	4 years
Commercial vehicles	5 years
Computer equipment	3 years
Database and technology assets	3 years

Freehold land is not depreciated.

Operating Leases

Rentals paid under operating leases are charged in the period to which they relate.

Taxation

The Society is a Registered Charity and undertakes activities which, under present legislation, are not subject to Corporation Tax. The Society's subsidiaries undertake trading activities within the meaning of the Taxes Acts and are liable to Corporation Tax. However, the subsidiaries donate all their taxable profits to the Society and as a consequence no provision is made for the payment of Corporation Tax either current or deferred.

Defined Contribution Pension Scheme

The Society operates money purchase pension schemes which all employees may join after having served for a qualifying period. Both the Society and the employee make defined contributions to purchase the employee's individual pension. All such contributions are held in separate trust funds which are independent of the Society's finances. The pension costs charged against the Society's results represent the amount of the Society's contributions payable to the schemes in respect of the accounting period. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

1. Accounting Policies (continued)

Stocks

Stocks on hand of consumables and items for resale are stated at the lower of cost and estimated net realisable value. Net realisable value is based upon estimated selling prices less cost of disposal. Provision is made for obsolete and slow-moving items.

Investments

Current asset investments include short term deposits held at UK banks. Listed investments are included at fair value; the movement in listed investments is shown through the statement of financial activities. Investments in subsidiary companies are included at cost.

Trade Debtors

Trade and other debtors which are receivable within one year are initially recognised at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash and Bank Balances

Cash and bank balances includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition.

Trade Creditors and Liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Liabilities are recognised when either a constructive or legal obligation exists.

Funds

Other charitable funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts. Restricted funds are the funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the accounts.

Going Concern

Since the significance of the economic impacts of the COVID 19 pandemic have become apparent, the Trustees have reviewed the Society's position and the appropriate basis on which to prepare the financial statements. The Trustees anticipate that there will be continuing significant adverse impacts on several of its income streams. However, the Trustees have assessed this impact and have considered projections to the end of December 2022 which have been prepared to stress test the financial resilience of the Society. Whilst the Trustees recognise that 2021 will be a challenging year and it is possible that it will be necessary to draw on some of the Society's reserves, which have been established to provide financial resilience, they have considered that it remains appropriate to prepare the financial statements on a going concern basis.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

1. Accounting Policies (continued)

The remaining impact of the COVID 19 pandemic cannot presently be estimated with any certainty, but the stress testing of the Society's financial position has satisfied the Trustees that it has adequate reserves and mitigation strategies available to continue to manage the impact of the pandemic.

Financial Instruments

The group and charity only have financial assets of a kind which qualify as basic financial instruments. These are initially recognised at transaction value and subsequently measured at their settlement value.

Critical Accounting Estimates and Areas of Judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are appropriate critical accounting estimates and assumptions made in determining the deferred proportion of life memberships.

2. Donations, Legacies and Grants

	Group		Society	
	2020	2019	2020	2019
	£000	£000	£000	£000
Donations received include:				
Qualifying donations from subsidiaries	-	-	1	-
Legacies received include:				
P Hurst	388	-	388	-
G West	212	-	212	-
M Brand	10	-	10	-
K Friar	-	95	-	95
K Cheney	-	24	-	24
C M Savege	-	15	-	15
Grants received include:				
British Equestrian Federation	70	49	70	49
C S Heber-Percy Charitable Trust	25	30	25	30
Department for Transport	23	-	23	-
The Kaye's and Labourne's Charity	20	-	20	-
Thistledown Trust	20	-	20	-
Horse Health Wessex	10	-	10	-
Worshipful Company of Saddlers	-	43	-	43
Warwickshire Police and Crime	-	40	-	40
Sir Peter O'Sullivan Charitable Trust	-	40	-	40
Veolia Environmental Trust	-	14	-	14
The Haber Charity	-	10	-	10
Other donations, legacies and grants (all less than £10,000)	169	141	169	141
	947	501	948	501

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

3. Membership Income

	Group		Society	
	2020	2019	2020	2019
	£000	£000	£000	£000
During the year ended 31 December membership subscriptions after provision for deferred life membership income were:	8,376	7,570	8,376	7,570
In the same period, gift aid was claimed amounting to:	1,144	1,194	1,144	1,194
	9,520	8,764	9,520	8,764

4. Other Income

	Group		Society	
	2020	2019	2020	2019
	£000	£000	£000	£000
Other (includes consultancy, service charges and miscellaneous items)	174	181	185	200
Rental income	63	71	68	73
	237	252	253	273

5. Income from Investments

	Group		Society	
	2020	2019	2020	2019
	£000	£000	£000	£000
Interest receivable	6	18	6	18
	6	18	6	18

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

6. Subsidiary Companies

The Society has two wholly owned trading subsidiaries, which are incorporated in England. The British Horse Society (Trading Company) Limited (company registration 02644832) undertakes the trading activities of the Society and The British Horse Society Qualifications Limited (company registration 5679140) undertakes accreditation of equine qualifications. Each company donates any taxable profits to the Society.

The British Horse Society Qualifications Limited was formerly known as Equestrian Qualifications GB Limited. The change of name was made by special resolution in September 2019.

The trading results of each subsidiary are included within the consolidated accounts. Each individual entity files audited accounts with the Registrar of Companies. A summary of the results of each subsidiary is shown below:

	2020	2019
	£000	£000
The British Horse Society (Trading Company) Limited		
Turnover	379	473
Less: Cost of sales	351	469
Result for the year	28	4
Qualifying donation to parent charity	1	-
Assets	209	248
Liabilities	166	232
Net funds	43	16
The British Horse Society Qualifications Limited		
Turnover	33	38
Less: Cost of sales	92	96
Result for the year	(59)	(58)
Qualifying donation to parent charity	-	-
Assets	2	4
Liabilities	160	103
Net funds	(158)	(99)

The board of trustees do not envisage any circumstances that may lead to any material uncertainties related to events or conditions that may cast significant doubt about the ability of either subsidiary to continue as a going concern.

The charity will continue to support each subsidiary for the benefit to the parent in terms of raising funds and regulatory compliance.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

7. Analysis of Total Expenditure

Group	Activities undertaken directly £000	Support costs £000	Designated funds £000	Restricted funds £000	Total 2020 £000
Expenditure on raising funds in 2020					
Fundraising, trading, cost of goods and other costs	498	115	-	17	630
Expenditure on charitable activities in 2020					
Membership services	2,908	1,299	96	4	4,307
Training, examinations and approvals	2,134	1,229	114	123	3,600
Safety, Access and Welfare	548	1,174	713	165	2,600
Events	503	262	17	-	782
Total charitable activities	6,093	3,964	940	292	11,289
Total expenditure	6,591	4,079	940	309	11,919

Society	Activities undertaken directly £000	Support costs £000	Designated funds £000	Restricted funds £000	Total 2020 £000
Expenditure on raising funds in 2020					
Fundraising, trading, cost of goods and other costs	157	115	-	17	289
Expenditure on charitable activities in 2020					
Membership services	2,908	1,299	96	4	4,307
Training, examinations and approvals	2,074	1,229	114	123	3,540
Safety, Access and Welfare	548	1,174	713	165	2,600
Events	502	262	17	-	781
Total charitable activities	6,032	3,964	940	292	11,228
Total expenditure	6,189	4,079	940	309	11,517

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

7. Analysis of total expenditure (continued)

Group	Activities undertaken directly £000	Support costs £000	Designated funds £000	Restricted funds £000	2019 £000
Expenditure on raising funds in 2019					
Fundraising, trading, cost of goods and other costs	656	132	5	3	796
Expenditure on charitable activities in 2019					
Membership services	3,048	1,314	242	31	4,635
Training, examinations and approvals	2,418	1,417	323	157	4,315
Safety, Access and Welfare	944	925	255	161	2,285
Events	1,173	315	69	11	1,568
Total charitable activities	7,583	3,971	889	360	12,803
Total expenditure	8,239	4,103	894	363	13,599
Society	Activities undertaken directly £000	Support costs £000	Designated funds £000	Restricted funds £000	2019 £000
Expenditure on raising funds in 2019					
Fundraising, trading, cost of goods and other costs	187	132	5	3	327
Expenditure on charitable activities in 2019					
Membership services	3,088	1,314	242	31	4,675
Training, examinations and approvals	2,321	1,417	323	157	4,218
Safety, Access and Welfare	944	925	255	161	2,285
Events	1,173	315	69	11	1,568
Total charitable activities	7,526	3,971	889	360	12,746
Total expenditure	7,713	4,103	894	363	13,073

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

7. Analysis of Total Expenditure (continued)

Support Cost Breakdown by Activity

	Fundraising £000	Membership services £000	Exams, training and approvals £000	Safety, Access and Welfare £000	Events £000	Total £000
Group and Society 2020						
Management	21	239	226	215	48	749
Finance	9	91	86	83	18	287
Technology and infrastructure	35	398	376	359	81	1,249
Facilities	14	156	148	141	31	490
Human Resources	9	109	103	99	22	342
Marketing and communications	27	306	290	277	62	962
	115	1,299	1,229	1,174	262	4,079
Group and Society 2019						
Management	27	273	295	192	66	853
Finance	10	101	108	71	24	314
Technology and infrastructure	39	376	406	265	90	1,176
Facilities	13	130	140	92	31	406
Human Resources	9	96	103	67	23	298
Marketing and communications	34	338	365	238	81	1,056
	132	1,314	1,417	925	315	4,103

Included in total costs above are Governance Costs of £141,145 (2019: £226,345) which include Chairman, Trustee and CEO expenses of £7,404 (2019: £19,594) and Legal, professional and audit fees of £133,741 (2019: £206,751).

	Group		Society	
	2020 £000	2019 £000	2020 £000	2019 £000
Total expenditure includes:				
Auditors remuneration				
for audit work	28	25	25	22
for non-audit work	4	5	4	5
Operating leases				
for land and buildings	-	29	-	29
for plant and machinery	165	96	165	96

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

8. Trustees and Employees

No remuneration is paid to any trustee by virtue of their position on the board with the exception of the Chairman. The Chairman's remuneration was approved by the Charity Commission and a resolution of the trustees in June 2006. The trustees who held office during the year are listed in the Directors and Officers section of this report.

	2020	2019
	£	£
Group and Society		
The cost of travel and subsistence reimbursed to 8 (2019:13) trustees during the year amounted to:	2,857	18,152
Chairman's remuneration:		
D Sheerin	-	4,646
T Lord	7,965	3,650

Trustees were paid fees for examinations and other services as follows:

D Sheerin	-	383
S Simpson	3,036	6,874

Following consultation with the Charity Commission payments to trustees for other services unrelated to their duties as trustees have been included with payments for examinations and other services as wholly permitted by the Society's articles.

The total remuneration including employer's national insurance and pension contributions payable to key management personnel was £1,142,057 (2019: £1,082,291).

Staff Costs

	2020	2019
	£000	£000
Group		
Salaries and wages	4,693	4,283
Social security costs	465	417
Pension costs	241	219
Other employee costs and benefits	127	133
	5,526	5,052

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

8. Trustees and Employees (continued)

The Society operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Society in an independently audited and administered fund. The pension cost charge represents the contributions payable by the Society to the fund. Other employee costs and benefits include medical benefits and engagement costs. In the year there were redundancy or termination payments to leavers totalling £68,923 (2019: £21,524).

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

	2020	2019
£120,001 to £130,000	1	-
£101,000 to £110,000	-	1
£90,001 to £100,000	1	1
£80,001 to £90,000	2	1
£70,001 to £80,000	4	3
£60,001 to £70,000	2	3

The items used to determine the above values are the gross salary, employer's contribution for life cover, and the taxable value of benefits in kind. An amount of £50,592 (2019: £42,795) was contributed to a defined contribution pension scheme for the 10 (2019: 9) employees whose emoluments exceeded £60,000.

The average number of employees calculated on a full-time basis analysed by function was:

	2020	2019
Charitable activities	133	130
Raising funds	3	3
	<u>136</u>	<u>133</u>

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

9. Intangible Fixed Assets

Group and Society	Education Software £000	Membership Software £000	Other IT related Projects £000	Total £000
Cost				
At 31 December 2019	581	407	433	1,421
Disposals	-	-	-	-
Additions	26	-	23	49
At 31 December 2020	607	407	456	1,470
Amortisation				
At 31 December 2019	86	407	395	888
Charge for the year	174	-	34	208
At 31 December 2020	260	407	429	1,096
Net Book Values				
As at 31 December 2020	347	-	27	374
As at 31 December 2019	495	-	38	533

All intangible fixed assets developed and owned by the Society are used or intended for use for direct charitable purposes. All categories and classifications of intangible fixed assets were reviewed in the year in order to best reflect the assets use and nature. Amortisation of intangible fixed assets is charged against charitable activities.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

10. Tangible Fixed Assets

Group and Society	Motor Vehicles £000	Freehold Property £000	Computer Equipment £000	Fixtures & Fittings £000	Total £000
Cost					
At 31 December 2019	243	4,707	1,428	407	6,785
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
At 31 December 2020	243	4,707	1,428	407	6,785
Depreciation					
At 31 December 2019	82	1,553	1,368	369	3,372
Charge for the year	47	181	38	20	286
Disposals	-	-	-	-	-
At 31 December 2020	129	1,734	1,406	389	3,658
Net Book Values					
As at 31 December 2020	114	2,973	22	18	3,127
As at 31 December 2019	161	3,154	60	38	3,413

All fixed assets owned by the Society are used for direct charitable purposes. Included in Freehold Property is £300,000 of land which is not depreciated. The Society also owns Royal International Horse Show trophies, the values of which are not included in the fixed asset values above.

All categories and classifications of tangible fixed assets were reviewed in the year in order to best reflect the assets use and nature.

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

11. Fixed Asset Investments

	Group		Society	
	2020	2019	2020	2019
	£000	£000	£000	£000
Listed investments	2,876	2,900	2,876	2,900
Shares in subsidiary undertakings	-	-	5	5
	2,876	2,900	2,881	2,905

Listed investments	Brought forward	Additions	Disposals	Gains/ (Losses)	Carried forward
	£000	£000	£000	£000	£000
Group and Society					
M & G Charifund	1,411	-	-	(182)	1,229
McInroy & Wood HG Investment	1,430	17	(17)	168	1,598
M & G Charifund (Committee funds)	59	-	-	(10)	49
Total listed investments	2,900	17	(17)	(24)	2,876

	2020	2019
	£000	£000
Listed investments at cost	2,169	2,152
Shares in subsidiary undertakings		
Society	2020	2019
	£000	£000
Shares in subsidiary undertakings at cost - 31 December	5	5

The Society owns the entire ordinary share capital of The British Horse Society (Trading Company) Limited and The British Horse Society Qualifications Limited which are both incorporated in England and Wales, are both trading subsidiaries and are disclosed in more detail in Note 6 on page 35.

In addition, the Society owns the entire share capital of the following dormant companies both incorporated in England and Wales which are held at a valuation of nil (2019: nil):

The College of the Horse Limited (incorporated 1999 - company number 3750680)

Equestrian Education Limited (incorporated 2016 – company number 10196718)

THE BRITISH HORSE SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

12. Debtors

	Group		Society	
	2020	2019	2020	2019
	£000	£000	£000	£000
Trade debtors	128	128	71	92
Amounts due from subsidiaries	-	-	247	213
VAT	7	9	7	9
Other debtors	6	5	6	5
Prepayments and accrued income	821	1,226	798	1,199
	962	1,368	1,129	1,518

13. Creditors

	Group		Society	
	2020	2019	2020	2019
	£000	£000	£000	£000
Creditors due within one year:				
Trade creditors	265	673	241	669
Deferred income	2,656	2,436	2,656	2,436
Taxation and social security	111	119	111	115
Accrued expenditure	282	403	226	340
Other creditors	11	7	11	7
	3,325	3,638	3,245	3,567

Creditors due after more than 1 year:

Deferred income	271	245	271	245
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Of the above the following will fall due:

in 2 to 5 years:	44	40	44	40
In over 5 years:	227	205	227	205

In accordance with the accounting policy on subscriptions, income is recognised and time apportioned on a monthly basis giving rise to a provision for deferred income. Movements on deferred income are as follows:

	Group		Society	
	2020	2019	2020	2019
	£000	£000	£000	£000
Balance at 1st January 2020	2,681	2,673	2,681	2,673
Income released from previous accounting periods	(2,410)	(2,428)	(2,410)	(2,428)
Income deferred in current year	2,656	2,436	2,656	2,436
	2,927	2,681	2,927	2,681

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14. Share Capital

The Society is a company limited by guarantee and as a result has no share capital. In the event of the Society being wound up, each person, who is a member at the time, or has ceased to be a member within one year of that date, is liable to contribute to the Society such amount as the Society may require, not exceeding two pounds sterling.

15. Restricted Funds

Group and Society	At 1st January 2020	Income	Expenditure	Transfers between reserves	At 31st December 2020
	£000	£000	£000	£000	£000
2026 Sport England	14	71	(84)	-	1
Access Fighting	53	-	(5)	-	48
Bodynfoel Award	11	-	-	-	11
Challenge Rides	-	12	(1)	-	11
Changing Lives Through Horses	245	81	(109)	-	217
Faith Hope and Charity	25	-	(5)	-	20
Forever for the Horse	-	15	(4)	(11)	-
Grass Sickness Biobank	-	21	-	-	21
Hardship Fund	-	90	(15)	(75)	-
Healthcare Clinics	31	-	-	-	31
Helping Horses	33	6	(11)	-	28
Helping Horses on the Move	36	-	(10)	-	26
Hurst Legacy	-	388	-	-	388
Irene Heppell York	13	-	(13)	-	-
Livery Yard Project	11	-	(11)	-	-
Paths for Communities	58	29	(16)	-	71
Responsible Breeding	21	-	(1)	-	20
Road Safety	-	23	(14)	-	9
Saddlers Training	10	-	-	-	10
Welfare and Horse Rescue	10	-	(4)	(6)	-
Year of the Horse	15	-	(2)	(13)	-
Other funds:					
All balances of £10,000 or less or less than £10,000 income	67	6	(4)	(2)	67
	653	742	(309)	(107)	979

2026 Sport England Fund is a grant aided programme to achieve the mapping and preservation of historic routes and the safeguarding of bridleways for the benefit of equestrians and the general public.

Access Fighting Fund was set up to engage in legal proceedings on behalf of all equestrians. Bodynfoel Award Fund and the interest thereon finances the annual award to an individual who has done the most in the previous 12 months to forward the Society's objectives. Challenge Rides Fund was created for welfare assistance and training.

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15. Restricted Funds (continued)

Changing Lives through Horses aims to improve the lives of young people who are disengaged and at risk of becoming excluded, using horses as the inspiration for change. Faith, Hope and Charity Fund supports Faith, Hope and Charity and 'other ponies like them' Forever for the Horse Fund is to support tackling specific equine welfare, education and access issues as they arise.

Grass Sickness Biobank Fund finances a programme of research into equine grass sickness. Hardship Fund is established to support the wellbeing and welfare of horses and ponies in BHS Approved Centres during, and as a consequence of, the global pandemic.

Healthcare Clinics Fund supports clinics as part of the BHS welfare programme.

Helping Horses is designed to change the behaviour, through education, of people who do not look after their horses properly.

Helping Horses on the Move fund is a bespoke horse welfare vehicle funded by a grant from South Essex Insurance Brokers against which the depreciation of the vehicle is charged.

Hurst Legacy is a specific legacy for bridleway improvement in the Storrington area of West Sussex

Irene Heppell York Fund was established for the welfare of aged horses in the York area.

Livery Yard Project Fund is to provide advice and support for recreational riders to keep them retained in equestrianism.

Paths for Communities Fund is for bringing equestrian routes into use.

Responsible Breeding is designed to tackle overbreeding through education.

Road Safety fund facilitates research of safety for the ridden or driven horse.

Saddlers Training Fund provides the annual grant for specific training activities held by the British Horse Society and other riding disciplines.

The Year of the Horse Development Fund encourages the use of the horse, to raise standards of riding and of horsemanship and, above all, to make certain that horses and ponies used and owned are not abused.

16. Designated Funds

Group and Society	At 1st January 2020 £000	Expenditure £000	Transfers between reserves £000	At 31st December 2020 £000
Access 2026	10	(2)	-	8
Bursaries	172	(35)	-	137
Capital Reserve	3,152	(60)	(3,092)	-
Development Fund	100	(79)	-	21
Education Booking Online	366	(179)	-	187
Fit for the Future	54	(10)	-	44
Forever for the Horse	38	(23)	11	26
Government Action	22	-	-	22
Hardship Fund	-	(542)	607	65
Healthcare Clinics	8	(4)	-	4
Horse Accident Website	9	(4)	-	5
Paths for Communities	30	-	-	30
Ride By Your Side	-	-	200	200
Sport England 2026	5	(2)	-	3
	3,966	(940)	(2,274)	752

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16. Designated Funds (continued)

Access 2026 Fund facilitates the obtaining and digitising of historical map evidence, the research of historic equestrian routes and the submission of definitive map modification orders.

Bursaries Fund is earmarked for the support of education and training bursary activity.

Capital Reserve Fund represents an amount equal to the Net Book Value of the HQ Freehold Property.

Education Booking Online Fund is for the development of our web-based education offer.

Forever for the Horse Fund is to support tackling specific equine welfare, education and access issues as they arise.

Government Action Fund provides for lobbying at national level.

Hardship Fund is established to support the wellbeing and welfare of horses and ponies in BHS Approved Centres during, and as a consequence of the global pandemic.

Healthcare Clinics Fund was set aside is to deliver castration related activities.

Horse Accident Website Fund is for the improvement of information and functionality of the Horse Accident website.

Paths for Communities Fund is for bringing equestrian routes into use.

Ride By Your Side Fund supports the promotion of the Society as a friendly, caring, supportive presence for its members and stakeholders.

2026 Sport England Fund is designed to support the grant aided programme that operates within restricted funds.

Transfers between reserves

The unrestricted, designated and restricted funds are reviewed regularly by senior management and trustees. This exercise identifies where there is a relationship either within or between funds. Designated funds are subject to reclassification and review as to ongoing suitability. In particular, in 2020, the Capital Reserve Fund was transferred from Designated Funds to Unrestricted Funds.

17. Other Unrestricted Funds

	Group		Society	
	2020	2019	2020	2019
	£000	£000	£000	£000
Charitable funds:				
At 31 December 2019	2,611	2,402	2,611	2,402
Net income and expenditure	733	402	739	402
Transfers to and from designated and restricted funds	2,381	(193)	2,381	(193)
At 31 December 2020	5,725	2,611	5,731	2,611
Non-charitable trading funds:				
At 31 December 2019	(88)	(36)	-	-
Result for the year	(27)	(52)	-	-
At 31 December 2020	(115)	(88)	-	-

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18. Analysis of Group Net Assets between Funds

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Fund balances at 31 December 2020 are represented by:			
Intangible fixed assets	374	-	374
Tangible fixed assets	3,127	-	3,127
Fixed asset investments	2,876	-	2,876
Term deposits and current asset investments	1,500	-	1,500
Cash at bank and in hand	1,013	979	1,992
Other current assets	1,068	-	1,068
Creditors	(3,596)	-	(3,596)
Total net assets	<u>6,362</u>	<u>979</u>	<u>7,341</u>

19. Financial Commitments

	2020 £000	2019 £000
Operating lease commitments		

The total future minimum lease payments under non-cancellable operating leases are as follows:

Group and Society

Payments within one year:

Plant and machinery	<u>143</u>	<u>155</u>
	<u>143</u>	<u>155</u>

Payments within two to five years:

Plant and machinery	<u>177</u>	<u>209</u>
	<u>177</u>	<u>209</u>

Payments after more than five years:

There are no payments due after more than five years.

Capital Commitments

There were no capital commitments at 31 December 2020

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20. Related Party Transactions

Subsidiaries

The British Horse Society owns 100% of the share capital of The British Horse Society (Trading Company) Limited and The British Horse Society Qualifications Limited. The registered office of both subsidiaries is Abbey Park, Stareton, Kenilworth, Warwickshire CV8 2XZ. During the year the transactions with these companies were as follows:

	2020	2019
	£000	£000
The British Horse Society (Trading Company) Limited:		
Intercompany trade and recharges	37	41
Amounts due from subsidiary	91	116
The British Horse Society Qualifications Limited:		
Gift aid income	1	-
Intercompany trade and recharges	33	35
Amounts due from subsidiary	156	97

None of the amounts due are subject to charge and are unsecured.

Other related parties

T Lord is a director and shareholder of Berkshire Riding Centre Limited (company number 03193741) and S McCarthy is a director of Aberdeen Riding Club Limited (company number SC159535). During the year the Society made payments to these companies as follows:

	2020	2019
	£000	£000
Berkshire Riding Centre Limited		
Equestrian Education and Facility Services	1	6
Aberdeen Riding Club Limited		
Equestrian Education and Facility Services	1	1

There were no balances due at the year end.