

THE BRITISH HORSE SOCIETY



Annual Report 2008





Patron: Her Majesty The Queen



President: Desi Dillingham MBE

Chairman: Patrick Print FBHS



Chief Executive: Graham Cory



THE BRITISH HORSE SOCIETY ANNUAL REPORT 2008

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The British Horse Society

Registered Charity Nos. 210504 and SC038516

BHS AWARDS 2008

BHS AGM AWARDS

Awards of Merit

Averil Dalby
Carol Porter
Marianne Watts
Elizabeth Nairn

President's Award

Peter Dean

BHS NOVEMBER AWARDS

Awards of Merit

Grainne Sugars
Alison Harris (*not presented in 2007*)

Access Award

For the BHS member who has done most for equestrian access
Sarah Bucks
Sue Montila

Access Award

For the Public Agency which has done the most for equestrian access
The Forestry Commission

Access Award

For the Local Authority/National Park most active in opening up equestrian routes
Cambridgeshire County Council

Chairman's Commendation

BHS Scotland committee

Elwyn Hartley-Edwards Award

For a professional journalist who has been particularly supportive of the BHS and its campaigns
Melanie Scott

Leo Harris Award

For services to affiliated Riding Clubs and Area Liaison
Tony Parker
Vera Harrison

Overseas Award

In recognition of service to the BHS overseas
Angelo Telatin

Safety Award

Community Award for contribution to promoting road safety in the community
Flt Lt Keith Wardlow

BHS Silver Stirrup

In recognition of support for young riders
Sarah Bassett BHSI
Mike Kidd/Chris Pollett

Trainers Award

For outstanding contribution to equestrian training
Eric Smiley FBHS

Welfare Award

For outstanding dedication to equine welfare
Bryan Freemantle

Welfare Award

For contribution to equine welfare over many years
Jane Hemingway

Welfare Award

For best achievement to advance welfare of all equines
Frank Armstrong



The British Horse Society
Registered Charity Nos. 210504
and SC038516

ADMINISTRATIVE DETAILS

Legal Status

The Society was incorporated on 5 November 1947, as a company limited by guarantee, having no share capital. The charity registration number is 210504 and the company registration number is 444742. The Society is governed by its Memorandum and Articles of Association.

The Society is also a charity registered in Scotland with the charity number SC038516.

The British Horse Society (Trading Company) Limited was incorporated on 11 September 1991 as a wholly owned subsidiary of the Society. The results have been consolidated within the accounts of the Society.

Registered Office

The Society's principal office is its registered office at:
Stoneleigh Deer Park
Kenilworth
Warwickshire CV8 2XZ

Darby Solicitors LLP
52 New Inn Hall Street
Oxford OX1 2DN
and in Scotland
Anderson Strathern LLP
1 Rutland Court
Edinburgh EH3 8EY

Bankers

The Society's principal bankers are:
National Westminster Bank plc
59 The Parade
Leamington Spa
Warwickshire CV32 4BH

Audit and tax advisors
The Society's auditors and tax advisors are:
Critchleys
Greyfriars Court
Paradise Square
Oxford OX1 1BE

Solicitors

The Society's solicitors are:

Chairman: Mr Patrick Print FBHS
Vice Chairman: Mrs Helen Manns
Treasurer: Mr Ian Maclellan FCA
Mrs Sarah Bucks (Elected 19 June 2008)
Mr James Buxton
Mrs Christine Casey
Mrs Maureen Comber
Mrs Annella Cowan
Mr Donald Kear BHSI
Mr David Kerry (Elected 19 June 2008)
Mrs Lynn Petersen (Co-opted 17 July 2008)
Miss Margot Tiffany BHSI (Elected 19 June 2008)
Dr Phil Wadey

The following people ceased to be a member of the Board during 2008: Lady Elizabeth Akenhead, Mrs Vicky Allen, Mr Robert Pickles, Mrs Susan Pimbley and Mr Laurie Punnett.

There were seven Board Meetings held during the year and Trustees' attendance at meetings was as follows:

Mr Patrick Print FBHS – Chairman	7
Elizabeth, Lady Akenhead	2 (Retired 19 June 2008)
Mrs Vicky Allen	3 (Retired 19 June 2008)
Mrs Sarah Bucks	4 (Elected 19 June 2008)
Mr James Buxton	7
Mrs Christine Casey	7
Mrs Maureen Comber	6
Mrs Annella Cowan	6
Mr Donald Kear BHSI	7
Mr David Kerry	3 (Elected 19 June 2008)
Mr Ian Maclellan FCA – Treasurer	7
Mrs Helen Manns – Vice-Chairman	7
Mrs Hilary McKenna	3 (Co-opted 19 June 2008 and retired 16 December 2008)
Mrs Lynn Petersen	2 (Co-opted 17 July 2008)
Mr Robert Pickles FBHS	1 (Retired 18 August 2008)
Mrs Susan Pimbley BHSI	(Retired 28 January 2008)
Mr Laurie Punnett	3 (Retired 19 June 2008)
Miss Margot Tiffany BHSI	2 (Elected 19 June 2008)
Dr Phil Wadey	7

The President of the Society is Desi Dillingham. The President is not a Trustee.

The principal officers of the Society are:
Chief Executive and Company Secretary, Mr Graham M Cory
Deputy Chief Executive and Director of Finance, Miss Gill Evans FCCA

A – GOVERNANCE

Trustees

The Society is governed by its Board of Trustees. Members of the Board are the directors of the company and the trustees of the charity.

The Board consists of nine members elected by the membership and up to six members co-opted by the Board, one such member to be nominated by the Riding Clubs Committee and one such member nominated by the Training and Education Advisory Committee of the Society. The Chairman (ex-Officio) and Treasurer are elected by the Board from among its number. The Board appoints a President. The Board appoints up to six members to an Audit Committee which reviews their decisions and the way in which the BHS is run, and offers advice.

The Board considers the advice put forward by advisory committees and BHS staff as it sees fit. The Board devolves the day-to-day executive management of the Society to the Chief Executive, who is answerable to the Board.

Induction of Trustees

When Trustees are elected or co-opted to the Board, they are provided with an information pack which includes the Society's Memorandum and Articles of Association, and information published by the Charity Commission to explain their responsibilities as Trustees. The Society's Solicitor also briefs Trustees and keeps them up to date with developments in charity law. Further training and development of Trustees is carried out from time to time. In addition, Trustees receive the bi-monthly magazine *Governance*, published by Charity Governance.

BOARD OF TRUSTEES

The following people were members of the Board at 31 December 2008. Unless otherwise indicated they held office throughout the year.

B – OBJECTIVES AND ACTIVITIES

The objects for which the Society is established are:

- (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.

In order to achieve these objects the Society:

- maintains and develops sound doctrine in the field of horsemanship;
- improves the standard of riding, driving and training of horsemen and horses and the standard of horse management;

- supports and offers training to students, Registered Instructors and volunteers;
- undertakes work on access and rights of way, breeding, riding and road safety and welfare;
- assists and encourages those interested in the horse and equitation, and seeks to preserve and develop public riding facilities;
- assists and encourages proprietors of riding, livery, training and other equestrian centres; and
- encourages participation through affiliated Riding Clubs.

B2 – ACTIVITIES

The four main charitable activities are: Training, Examinations and Approvals; Events (Competitions); Access, Safety and Welfare; and Membership Services.

B3 – POLICIES

The Society has continued to promote the primary objects outlined above and to represent the interests of horses and riders to the authorities at every level.

B4 – CHANGE IN POLICIES

There have been no changes to the general governance policies of the Society during the year.

B5 – ORGANISATION

For administrative purposes the Society is arranged into five Directorates. These, with their component Departments (each of which is led by a Senior Executive), are as follows:

Access, Safety and Welfare (*Mark Weston, Director*¹)

Access

Safety
Welfare

Finance (*Gill Evans FCCA, Director*²)

Facilities Management (including Fire Safety)
Finance
Merchandising

Human Resources (*Alison Field CIPD, Director*)

Human Resources
Postroom
Reception
Security

Marketing, Membership and Communications (*Emma Day, Director*)

Marketing (including Fundraising)
Membership
Communications
Information Technology

Standards (*Margaret Linington-Payne, Director*)

Approvals (including Inspectors)
Development Officers
Equality, Equity and Child Protection
Examinations
Register of Instructors
Training

The Riding Clubs, Competitions and Tourism Department, and the Chief Executive and Chairman's Department, answer directly to the Chief Executive. In addition, there are representative committees of volunteers at regional level and county level, who are responsible for the local execution of the Society's activities assisted by the Society's 12 employed Development Officers.

¹Mark Weston is a Solicitor

²Gill Evans is additionally the Society's Deputy Chief Executive

C – FROM THE CHAIRMAN

It is always with a degree of diffidence that the Trustees submit the Annual Report and Accounts to members. When we reflect on the growing number of members (the year saw us break all records as far as membership is concerned) who look to us to protect their interests and advance the welfare of horses, and when we consider the substantial resources of a large and successful organisation which we can either use wisely or squander, we realise how susceptible we are to the criticism that we could and should have done more, or better, or just differently.

But I hope, when you read this Report, you will conclude that your Society has achieved many worthwhile things during 2008. As always, the credit is shared between staff and volunteers, and I am heartened by all the signs which show that the relationship between the two elements of the BHS team grows ever stronger and more productive. It is invidious to single out one element from the whole, but none should overlook the often hidden work of the volunteers on our advisory committees, whose expertise is so valuable to the Board. Theirs is the sort of work which usually bears fruit some time after they have accomplished it, tending to separate them from the credit which is their due.

Even though the following pages tell of all manner of good work done and creditable goals attained, 2008 is likely to be long remembered as the start of the first great recession of the 21st century. As the Chief Executive notes in his report, we have used the time available to us to examine every aspect of our work to ensure that every pound of our income delivers a full pound's worth of benefit. The strong financial position in which the Society ended 2008, and the determination of the Board to take whatever steps may be

necessary to protect that position should be a source of reassurance to all our members.

Patrick Print FBHS
Chairman

C1 – REVIEW OF 2008

What had seemed an unstoppable period of development, growth and wall-to-wall optimism in the global economy has ground to a halt. The drying up of easy credit, the ensuing deflationary spiral, the business bankruptcies and the job losses have enveloped the country in gloom.

No amount of careful stewardship during the years of plenty can insulate the Society from the effects of the recession. If our members suffer economic hardship then the Society will too, although the way our income stream is phased over the year will tend to introduce a lag between hardship for members and hardship for the Society. We are therefore making best use of this period of grace to examine every penny of expenditure and every minute of effort expended to satisfy ourselves that we have eliminated waste and made ourselves as efficient as we can possibly be.

But whatever the future may hold for the country at large, the Society ended 2008 in a financially secure position and with a good record of achievement over the 12 month period. This should not come as a surprise, because such an outcome is what Trustees, staff and volunteers have been labouring hard to accomplish. Our shared aim is for the Society to be recognised and respected as a model of professionalism, authority, efficiency, effectiveness and economy, and this is the attitude which pervades all that we seek to do. If any should

ask "Where do horses and riders come in all of this management-speak?" they should remember that we will achieve little or nothing if our work is characterised by unprofessionalism, disdain, inefficiency, ineffectiveness and waste. It is the fundamental quality of the organisation, assessed first and foremost by the value of its outputs, which will determine whether or not the Society powers its way through the recession or just flails its arms about as the waters rise.

After three years of discussions, negotiations and near terminal perplexity, we finally submitted an application for planning consent for our new offices in December. This was granted in March 2009. Some might suggest that, at a time of economic uncertainty, we should not be spending a large sum on bricks and mortar. However, in our judgement there has never been a better time to do so. With interest rates at unprecedentedly low levels, the value of our cash reserves held in the bank is actually diminishing every month, whereas real estate always performs well in the medium to long term. And as materials and build costs are at extremely favourable levels at the moment, we should achieve better value now than was possible even a year ago.

All will remember being outraged at the media reports of equine abuse on a huge scale early in the year. Although the Society was not involved in the immediate task of alleviating the suffering of the surviving animals, we recognised that the effectiveness of the dozens of organisations and agencies which, from time to time, become involved in such cases would be enhanced if we improved inter-organisational co-operation. We were therefore very grateful to our former President, HRH The Princess Royal, when she agreed to our request to launch a National Equine Welfare Review. Working closely with our partners at the Horse Trust, we brought together the major welfare organisations, plus the police and local authorities, to consider how best we might deploy our collective resources whenever equine abuse was reported or suspected. The ensuing National Equine Welfare Protocol (available on the BHS website) sets out our agreed plans.

Attempts by Laurence Robertson MP and Stephen Crabb MP, energetically supported by the Society, to amend the Animals Act 1971 were unsuccessful. This is unfortunate as this Act places strict liability on horse owners (and others) for damage and injury caused by their animals, whether or not the owner was negligent. As you may imagine, this potential liability, which is all but impossible to avoid, has a negative impact on insurance premiums for equestrian businesses. (The £10m third party insurance cover should be a

source of considerable comfort to our Gold Members.)

This was the first of what we hope will be many years of collaboration with the Royal Windsor Horse Show. Whereas the Royal International Horse Show remains our flagship, the organisers of the RWHS invited us to work with them to expand the remit of the show so that it became even more relevant to grass roots riders and drivers. The Masterclasses and displays we put on (at very short notice) in 2008 were just a foretaste of what we expect to do in 2009.

It was our honour to welcome our Patron, Her Majesty The Queen, to the BHS marquee at Windsor to present the 2007 BHS Queen's Award for Equestrianism. The journey to the marquee for the recipient was equally short. It was HRH The Duke of Edinburgh.

We also added three equestrians and two horses to The British Horse Society Equestrian Hall of Fame, which now boasts a splendid array of plaques on the wall of Hyde Park Barracks in London. Catching up on ourselves, we were honoured that HRH The Princess Royal presented the 2008 Queen's Award for Equestrianism to Yogi Breisner FBHS in Buckingham Palace in October.

Nor were these the only recipients of public honour: during the year we made 18 awards to volunteers and representatives of external agencies. They are listed on page two. As our Chairman said at the Awards Ceremony, our recognition and gratitude extends to *all* those who work to advance the interests of the Society and of the wider equestrian community. It is the fate of the majority to slog away, out of sight and unnoticed by the rest of the equestrian community, and with no trophy to adorn the mantelpiece. But they are not unappreciated. The Trustees and I are very grateful indeed to all those who invest their time and effort for the benefit of others.

Our workforce, paid and unpaid, lies behind every one of our achievements during 2008. Without a motivated, ambitious and capable team we would not have the successful Society we have today. So we build on this platform, making a substantial investment in training and development – for Trustees, staff and volunteers – so that, collectively, we possess the skills and attributes our members wish to see.

Do, please, take a moment to read the reports of the various departments. We have sought to eliminate hyperbole and simply present an account of key achievements so that you can fairly assess how well – or otherwise – your Society has done.

Graham M Cory
Chief Executive

D – ACHIEVEMENTS AND PERFORMANCES

D1 – STANDARDS DIRECTORATE

Training

The year saw not only a two-day Spring Convention, but also a first for the Training Department – a one-day Coaching Conference in November. In May, John Ledingham and Niall Quirke presented a day at Hartpury College and a day at Myerscough College looking at successful course jumping and the horse and rider credentials required to achieve it. This was attended in the main by Registered Instructors who took away not only the experience, but also many ideas and suggestions to feed into their own lessons.

The Training Department also organised a Coaching Conference in the autumn at Stoneleigh Park featuring Yogi Breisner FBHS and Lee Pearson as the motivational speakers from the equine world, with other sessions looking at rider fitness and sports psychology.

The Final of the Young Instructor of the Year competition was held at Warwickshire College on 5 September. This competition is aimed at instructors working within the industry, who have achieved their BHS PTT

and are under 30 years of age. The judges were Sue Payne FBHS, Richard Davison FBHS and Patrick Print FBHS (BHS Chairman).

Yogi Breisner FBHS is pictured at the Training Conference held at Stoneleigh Park in the autumn of 2008, having presented Instructor's Certificates to these successful candidates



There were a total of twelve candidates taking part who were winners and highest placed runners-up from regional qualifiers. Each finalist had to teach a jumping lesson, flatwork lesson and conduct a stable management presentation. It was an extremely close contest, with the eventual winner being Gemma Barry BHSII SM, from Devon.

In support of the BHS examinations there were a total of 28 courses run centrally for the Fellowship, BHSI and BHSII qualifications. In addition, there were 12 Train to Gain days for Registered Instructors to obtain their UKCC Level 2 and Development Officers organised a number of training days in their regions that counted for Registered Instructors as their CPD requirement.

The Equine Specific First Aid Courses continued to attract high numbers. More than 150 courses were held throughout the year to enable approximately 1,550 candidates to gain or renew their ESFAC certification.

Regional Development Officers provided 42 Safeguarding and Protecting Children courses throughout the year.

At the end of 2008 the total number of instructors on the register was 2,512. Of these, 201 were new applicants and the remainder were instructors and/or grooms renewing their membership.

Approvals

During 2008 the number of BHS Approved Establishments rose steadily until the end of the year. Inspectors reported that throughout 2008 inspections went well and that new establishments joining the scheme were of a very high standard.



Winners of the BHS Equitation Competition were Arabella Murrison in the 13 years and under section (left) and Holly Johnstone (above), who won the 17 years and under category. Holly is pictured with Gemma Tattersall of Team Puffa

The Animal Welfare Act Working Party continues to collate evidence supporting the proposal to introduce Livery Yard Licensing across the UK. A specifically designed online survey has been running for approximately six months and a huge number of people have completed it. The online survey continued until March 2009.

On 27 May the Final of the BHS Equitation Competition was held at Warwickshire College. In excess of 40 competitors from 14 establishments took part in the competition. Considering the pouring rain, it appeared that everyone enjoyed the day and were keen to become involved again. The sponsors of this unique competition, Puffa and Trot on Club, were in attendance at the final.

Two half-day seminars were held, one at Wiltshire College and one at Bishop Burton College, entitled Finding Common Ground for Riding Schools and Colleges to Work Together. A number of presentations were given and included Train to Gain and one from a legal company. Both seminars were interesting and interactive, giving all attendees the opportunity to discuss their issues in full.

In September a National Proprietors' Conference took place. Tickets were sold out but attendance was disappointing.

During the year, more than 200 children received vouchers to ride at participating BHS Approved Riding Establishments as part of the Rainbow Trust initiative.



Examinations

Equestrian Qualifications GB Limited (EQL) is a subsidiary company of the BHS but stands alone in its remit to award equestrian qualifications. EQL awards qualifications on behalf of the BHS.

In 2008 more than 11,000 candidates sat BHS examinations, ranging from Stage 1 through to the Fellowship Examination. The Examinations Department organised training for 150 Assessors and their team of External Moderators, covering standard setting, quality assurance and customer service.

The publication entitled *Guide to BHS and EQL examinations* was updated and reprinted in 2008.

EQL has continued to work with the BEF and its member bodies to award the UKCC Endorsed Coaching Certificates at Levels 1, 2 and 3. EQL has received 81 Level 1 registrations, 516 Level 2 registrations and 28 Level 3 registrations, compared to only 45 registrations across all three levels at this time last year.

Standards Verification UK has mapped EQL Level 1-3 Coaching

Certificates to elements of Preparing to Teach in the Lifelong Learning Sector (PTLLS) and Certificate for Teaching in the Lifelong Learning Sector (CTLLS). The mapping documents can be viewed on the EQL website, www.equestrian-qualifications.org.uk.

The BHS Intermediate Teaching Test was mapped to the Level 3 Coaching Certificate, giving candidates who pass the Intermediate Teaching Test the opportunity to register and gain the Level 3 Coaching Certificate.

Awarding Body Documentation and Certificates have been amended to include EQL logos to conform with QCA (now Ofqual – Office of the Examinations and Qualifications Regulator) criteria.

During the year, EQL was involved in consultations on the ever-changing landscape of accredited vocational qualifications, including the National Occupational Standards, Sector Qualifications Strategies, Sector Skills Agreements, the emerging Qualifications and Credit Framework, the Scottish Qualifications and Credit Framework and the Qualifications and Credit Framework for Wales.

Equestrian Tourism Qualifications

These qualifications continue to be popular and during 2008 the pass rate in all levels was high. New Equestrian Tourism Examination Centres have been identified to ensure that these qualifications are accessible across the UK. An Equestrian Tourism Qualifications Handbook is currently being written to aid exam candidates.

D2 – ACCESS, SAFETY AND WELFARE DIRECTORATE

Access and Rights of Way

The year was one of campaigning, and raising policy and decision makers' awareness of the need of equestrians for more safe off-road access.

The Society joined forces with other user groups to lobby for changes to the Marine and Coastal Access Bill which would provide access for all non-motorised users to the English coast, and not just for walkers.

The Society's Coastal Access Campaign was launched at Burghley Horse Trials by supplying thousands of free postcards to equestrians to send to their Members of Parliament.

The number of affiliated bridleway groups and bridleway officers continues to grow, demonstrating the importance that equestrians attach to the need for more safe off-road access. The Society now has 153 affiliated bridleway groups and 192 bridleway officers.

The Access Conference was held in Penrith, Cumbria, with key speakers from the Ministry of Defence, The Highways Agency, The Pennine Bridleway Team, Devon County Council and BHS Regional Access and

Bridleways Officers and £500 was raised for the Access Fighting Fund at the conference.

In February, the mapping strategy was launched with the intention of collating and digitising all promoted circular and linear routes in the UK. EMAGIN® continues to develop and attract media interest from major global GIS companies. Pioneering route downloads were made available for the first time from the BHS website.

Bedfordshire on Horseback, a new publication detailing 13 circular routes, was launched during May. The routes contain information such as bed and breakfast accommodation for horse and rider, cyclist and walker.

Access Week saw volunteers organising fundraising events for the Fighting Fund.

The Access Department launched new access leaflets, including *Dealing with Confrontation*, *Obstruction of Rights of Way*, *Rights of Way Out of Repair*, *Electric Fencing*, and *Fundraising*, while updating leaflets on *Advice on Wind Turbines*, *Riding on Beaches*, *Riding on Estuaries*, *Standards and Dimensions*, *Affiliated Bridleways Groups Information*, *Stallions on Bridleways*, *Finding your Bridleways*, and *Clearing Rights of Way*.

All leaflets continue to be free to the public either in hard copy, digital, or download from the BHS website, www.bhs.org.uk.

Safety

The Riding and Road Safety test having been accredited by the Qualifications and Curriculum Authority as part of the National Qualification Framework meant that all Riding and Road Safety Examiners had to attend dedicated update training to learn a new marking process. This was carried out throughout the UK and Ireland and Examiners' expenses were met to attend these specialised days.



Top: Graham Cory at the launch of *Bedfordshire on Horseback*
Above: Input from the Safety Department resulted in Ifor Williams Trailers donating a second two-horse trailer for the Society's Annual Raffle
Right: BHS Challenge Riders raised £41,000 from their rides to Iceland and Jordan (pictured)



It took some time for the new process to settle in and numbers attending each test were reduced to a maximum of eight candidates in order to allow Examiners time to familiarise themselves with the new process. This meant that the normal biennial update training for Examiners and Trainers took place at the end of the year, which did not leave time for the normal Theory Training Day programme to be run.

Riding and Road Safety Tests continued apace with approximately 4,000 candidates taking their tests. The average pass rate was still high at 77.6 percent.

Work continued with the Ministry of Defence (MoD) on low-flying helicopters and the freephone helpline, 0800 515544, was further adapted to include information on fast jets. Unfortunately, the use of this service is still not great and encouragement is given to all riders to make use of it. Event organisers are able to request an exclusion zone from low-flying aircraft for the duration of their event, but this cannot be made on the freephone helpline and must be done following the instructions given on the MoD website. A link is available from our own BHS website.

Reporting of equestrian-related road accidents remains important. Many reports of accidents involving loose horses are received, but we also require those where a ridden/driven/led horse is involved. During 2008 23 ridden horses were reported as having died from an equestrian-related road accident. Thankfully, we have no recorded instances of rider deaths. Statistics supplied by a number of regional Police Forces are enabling more accurate records to be compiled and this work continues.

Ifor Williams Towing Guidance is still awaited, but input from the Safety Department resulted in them donating a second two-horse trailer for the Society's Annual Raffle.

The BHS also received considerable free safety publicity from the Central Office of Information, which was shown on national television as part of the Department of Transport Think campaign.

Welfare

Training for BHS Welfare Officers was revamped in 2008, and the new Level Two training syllabus launched.

A total of 15 training sessions (Levels One and Two) were held throughout the UK, with approximately 120 officers attending. Feedback was uniformly positive. Welfare Officers responded to more than 600 reported welfare issues and Regional Officers in particular were involved in some high profile cases. Thanks are due to all of our volunteers for their outstanding efforts.

The BHS Code of Practice for the Welfare of Horses and Ponies at Events was launched in July. The Code aims to address some of the many welfare breaches that take place at shows and to support show organisers and judges. Initially targeted at unaffiliated events, the Code has since been endorsed and adopted by many members of the British Equestrian Federation (BEF).

Much work was carried out on exotic equine diseases, with particular focus given to the growing threat posed by African Horse Sickness (AHS). The BHS is a key member of the AHS Working Party and 2008 saw, amongst other initiatives, an advisory leaflet, a set of frequently asked questions and a number of magazine articles published.

The BHS Welfare Advice Roadshow was launched and attended events such as Badminton, Burghley, the Horse of the Year Show and Your Horse Live, where a number of lectures and demonstrations were given.

Successful Challenge Rides took place in Iceland and Jordan, raising an incredible £41,000 to support the welfare work of the BHS. Arrangements were finalised for the first BHS Challenge Rides to India, which begin in 2009.

All BHS horses and ponies received their requisite homechecks. Bart, Cobweb, Lottie, Dai, Bodkin and Second Chance all moved to new loaners, but sadly Daz, William, Bounty, Strawberry, Fern and Bonnie were all euthanased during 2008 for reasons associated with health or old age.

Two Ragwort Awareness Weeks and a Strangles Awareness Week took place, highlighting important issues that affect all horses and owners.

By the end of 2008, the BHS had issued 28,401 passports. During the year we were heavily involved with Defra in consultation and policy-forming discussions relating to the new equine identification legislation that comes into force in 2009. Other important consultations in which BHS Welfare was involved included those on the Scottish, Welsh and English Codes of Practice for the Welfare of Equines (secondary legislation under the Animal Welfare Act of 2006), electronic training aids and the Veterinary Surgeons Act.

D3 – RIDING CLUBS AND COMPETITIONS

British Riding Clubs

A number of staff changes occurred during the year bringing in five new members of staff. The Senior Executive also departed at the end of 2008.

All Championships were held successfully, despite our being unlucky with the weather. Further information about the Championships can be found on the BRC web pages at www.britishridingclubs.co.uk. BRC was extremely happy to continue its relationship with all of its sponsors and new



D4 – MEMBERSHIP SERVICES

Membership

During 2008 staff, volunteers and members helped us to recruit or reinstate more than 16,584 members to the Society, far greater than the number of memberships that were not renewed. At the end of the year the Society had an overall total of 69,610 members, a net increase of 2,113 members over the year (or three percent growth).

William and Pippa Funnell helped support the BHS during the year by taking part in a promotional campaign to raise the charity's profile. The campaign was formed around the couple's support for the Society with the statement that: "We've got a lot to be grateful for. It may be the UK's largest and most influential equestrian organisation, but the BHS still values each and every horse and rider. So much we take for granted wouldn't be possible without the BHS".





Above: Moat View RC were victorious for the second successive year at BRCs Quadrille, held at Olympia in December
Left: Junior Pairs Champions Beatrice Payne and Amy Croxton (Atherstone & District RC) at the National Championships held in Lincoln



Above: Karen Waite, riding her Connemara X, Maverick, at the 2008 BHS TREC Scottish Championships

Below: Mike Welsby, from Cheshire, riding Millie at the 2008 Cross-Country Final



opportunities arose through the Royal Windsor Horse Show.

Advertising for *Rider* magazine continued to be outsourced and is increasingly proving to be a beneficial move. The magazine has grown in pagination and received a design overhaul at the beginning of the year.

Figures compiled at the end of 2008 reveal a drop in membership, with a loss of some 4,000 members.

BHS Competitions

Throughout the year, 88 cross-country qualifiers took place and 34 BHS TREC events were held, with three SEIB sponsored BHS TREC Championships (Scottish, Welsh and British) and the BHS Cross-Country Final.

The 2007-2008 Kelly Marks "Perfect Partners" BHS TREC Winter Series was successful, with 42 events held throughout the country. We are grateful that Kelly Marks continued her sponsorship of this popular series for the 2008-2009 series.

A group of British riders put in a solid performance at the World TREC Championships in France to secure fifth position in the Team competition.

REGIONAL DEVELOPMENT OFFICERS WALES AND THE CHANNEL ISLANDS

Welsh membership increased by four percent and the Channel Islands by ten percent.

The BHS trade stand attended the Jersey Liberation Show and two Safeguarding and Protecting Children Workshops were held – one in Jersey and one in Guernsey. Donald Kear BHSI held a two day clinic in Jersey (see picture right) along with BRC Exams and Examiner training and Margaret Linington-Payne BHSI presented UKCC Level 2 update training there.

In NE Wales the Ride for Five project had a major boost when raising £2,400 at a Charity Dinner attended by Monty Roberts and Kelly Marks.

Patrick Print FBHS presented the first Continual Professional Development day at Lluest Equine Centre and the second was presented by Rob Lovatt FBHS at the Welsh College of Horticulture.

Fine weather prevailed for the Royal Welsh Show, where more than 236,000 visitors poured through the gates during the four days and the BHS trade stand was busy with both sales and membership.

BHS Cymru again provided incentives for those participating in The



SCOTLAND

Membership in Scotland grew by 5.7 percent during 2008.

It was a hugely successful year for BHS Scotland; we made headway into combating equine welfare problems and raised the profile of the Society in a major way, raising a considerable amount of money at the same time for other organisations.

After a decade of lobbying by the BHS, the Scottish Government finally approved *Guidance on How to Prevent the Spread of Ragwort*, which BHSS helped to launch at the Royal Highland Show. BHSS also held a Ragwort identification practical day for foresters, botanists and entomologists on the coldest day of the year where we catered for 30 people out of doors!

Scotland played host to a global Strangles event when BHSS ran a Havermeier Workshop at Dundas Castle, followed by a conference at the Royal Dick Veterinary College in Edinburgh. For this major event we worked in partnership with the Animal Health Trust and brought together scientists and vets from across the world to promote the valuable blood test and bring a safe vaccine closer to reality.

BHS Scotland members excelled themselves in their fundraising by presenting a £15,000 endoscope to the Royal Dick Veterinary College to aid the war against Strangles (see picture right). They could also be found riding many miles in September to raise £4,000 for the Equine Grass Sickness Fund, thereby helping to celebrate 20 years of the fund's existence.

In August BHS Scotland was the benefiting charity at Blair Castle International Horse Trials where we marshalled more than 70 BHS volunteers, the RAF Falcons (to promote the low-flying helpline with a stunning parachute display) and Lothian and Borders mounted branch of the Police, who put on daily road safety displays.

Master classes from Jessica Kurten, the world's number one female showjumper, and Emile Faurie, the charismatic dressage trainer, were also enjoyed by members.

IRELAND

A full programme of courses, events and exams took place throughout Ireland in 2008 and communication continued to be aided by the new website, www.bhsireland.com, which allowed faster communication with members.

A programme containing 25 Riding and Road Safety Tests, 24 Equine Specific First Aid Courses and three Child Protection Courses was held.

Jo Winfield FBHS, through our three Continual Professional



Development Days, spread throughout Ireland, provided training for all, including our instructors on the register. Each course was followed by a day of BHS Stage 1 and 2 Training. Jo also provided a day of lessons during October and November.

Eric Smiley FBHS provided a fascinating series of six discussion evenings entitled "The Building Blocks of Teaching Horse Riding". Ten instructors took part and topics included "The Introduction to Life Beyond", "We are Going Sideways", "Hopping Mad", "The Way of Going", "What did you say?" and "Where to Now?" As always, Eric's series of four indoor cross-country lessons were fully booked in January and February.

Educational lectures were available in both Northern Ireland and the Republic of Ireland for the first time, with topics of "Worms and Worming" and "Equine Dentistry".

Our ever-popular BHS Ireland Adult Summer Camps continued to expand, with approximately 200 BHS Gold Members taking part in the eight camps held. One took place at Kildalton College, Co Kilkenny and seven were sited at Necarne Equestrian Centre, Co Fermanagh. The superb instructors and enjoyable education programme, which included BHS examination training up to Instructor level, continued to inspire.

The Balmoral and Dublin Horse Show, as ever, were busy for the BHS Ireland Stand.

Work on the development of off-road horse riding continued, with the two Toll Rides being enjoyed by many and further opportunities for riders are actively being sought throughout Ireland.

"An Evening with Margrit Coates" followed the Annual Meeting on 10 November at Danescroft, Co Antrim.

Young Instructor of the Year Welsh Qualifier with the winner, Alex Gillam, taking part in the final.

SE Wales regional committee funded the children's riding project and Liege Manor Equestrian Centre proprietor Sarah Bassett BHSI subsequently received the BHS Silver Stirrup Award for her work with young people. SE Wales also hosted another successful Welsh Festival of Dressage.

SW Wales region continued their success with BHS TREC and provided further training and competition opportunities during the year. The region also saw the opening of a multi-user route, which is the start of a link between South and North Pembrokeshire. The National Trust received an Access Achievement Award from the regional chairman in thanks for their extensive bridleway work on NT estates in South Pembrokeshire.

A Thanksgiving of the Horse Service and 10-mile Pleasure Ride in the Brecon Beacons National Park raised funds for both the Society for the Welfare of Horses and Ponies (SWHP) and BHS Welfare.

The launch of the Caerphilly Ridgeway Rides will provide more than 20 miles of new routes and has been developed as a result of partnership working between the Local Authority, the BHS, Safe Bridleways Group and Forestry Commission Wales.

ENGLAND

North and Yorkshire

The North and Yorkshire regions both enjoyed continued growth in membership. BHS Cleveland, at 9.8 percent and BHS North West Yorkshire at 11.2 percent, deserve special mention for showing a significant increase in members – well done to all concerned.

The great British weather yet again proved a test for equestrian activity in 2008. However, we were in attendance as usual, at Bramham, The Great Yorkshire Show and Lowther Country Fair, among others.

The Petplan National Riding Festival was celebrated at Grove House Stables, near Doncaster, where everyone enjoyed a packed day of fun activities. The BHS Cleveland Summer Camp at Redcar Racecourse attracted 30 members for a weekend in July and has proved an integral part of the calendar, growing in popularity year on year.

Training sessions and learning opportunities for grass roots members were many and varied. Tim Downes FBHS led an instructor update at Askham Bryan College in the spring and our autumn guests were Jane Bartle-Wilson and sports psychologist Jennie Killilea, who enlightened candidates at Blackdyke Farm and Stainsby Grange.

BHS Trustee Margot Tiffany BHSI once again ran the Riding Challenge for approved schools clients with the final at Bishop Burton College. Thanks must go to all of the BHS approved centres who continue to support us and play host to events.

It was gratifying to see that many county committees welcomed new faces; nevertheless, thanks must always go to our 'seasoned campaigners' who continue to wholeheartedly support our aims.

All committees continue to work hard to help raise the Society's profile and enhance our image, with annual meetings providing an excellent opportunity to add social activities. BHS Cumbria deserves special mention for pulling out all the stops with a pie and pea supper, fashion show and a ceilidh!

North West

The county committees have all worked exceptionally hard during 2008 and, through their imagination, effort and enthusiasm, developed and organised a diverse programme of events for the members in the North West.

A new event for the region was the Active BHS NW Horsecamp, held at Kelsall Hill in Cheshire. The camp enjoyed excellent weather and proved to be a resounding success. Organised by the BHS North West Regional Committee, in partnership with Active Rider, the event provided a fantastic opportunity for BHS Gold Members to learn with their horses and have a fun experience.

BHS volunteers showed their versatility at the newest equestrian event in Merseyside, The Cadence Equine Exhibition, held at Aintree Racecourse in November. Chairman of BHS Cheshire, Julia McHugh, along with her 'Ride2theSide' team, performed a spectacular side-saddle display and Chairman of BHS North West, Christine Worthington, introduced the challenging sport of BHS TREC, with a demonstration by Bowland TREC Group. Training in the region was well attended throughout the year, with a variety of CPD and Safeguarding and Protecting Children Workshops organised for instructors and coaches, helping them continue their own personal development and keep abreast of industry updates.

The North West was fortunate to host one of the BHS National Conventions at Myerscough College with John Ledingham and Niall Quirke. These world-class coaches worked with some of the region's top riders, demonstrating a variety of exercises. The convention received exceptional feedback.

East Midlands

Membership in the East Midlands grew by 2.4 percent, with a net gain of 123 members, bringing total membership for the region to 5,345.

All county committees produced regular newsletters and organised an extremely varied and well-attended programme of events for their members. Fun Rides were held in most counties, including the second stage of the Round Leicestershire Ride, the Wash Bank Ride in South Lincolnshire, the annual Halloween Ride and Family Fun Ride in Derbyshire, and a pleasure ride on the Boughton Estate in Northamptonshire. Lectures and demonstrations have covered topics varying from "Is my horse too cuddly?", "Care of the older horse", a horseball demonstration, and a "Whole horse concept and work" clinic to a Heather Moffat demonstration entitled "Riding and schooling made easy". There were also dressage, gridwork and cross-country clinics, a tack marking evening and outings to the WHW Headquarters in Norfolk and the International Horse Show at Olympia.

In addition to organising events, volunteers on the committees have

continued to work hard in the areas of access, welfare and road safety with great success and have generally done a magnificent job of promoting the Society in the region.

The November Awards saw recognition of Cherry Elvin's 30 years as a volunteer on the Nottinghamshire Committee. All committees have welcomed new members who are now working alongside dedicated, longer serving members.

Training days were well attended throughout the year, including Continual Professional Development Training days at Brackenhurst College and Brooksby College, and a PTT Training day at Barleyfields Equestrian Centre. In addition, there have been eight Safeguarding and Protecting Children Workshops, demand for which continues to be high. The Young Instructor of the Year Qualifier was held at Brooksby College.

West Midlands

Membership grew by five percent in 2008, giving the region a total of 4,910 members, and all counties had a healthy increase. Development Officers Amanda Watson and Andrea Jackman swapped regions during the year, with Amanda becoming DO for the South and Andrea DO for the West Midlands.

The county committees in the West Midlands Region organised some successful events in 2008, in particular, the fashion shows in Worcestershire and Staffordshire's pleasure rides and summer show proved popular as always.

There were also changes to the committees. Most notably, Shropshire's committee said a fond farewell to Diana Russell who retired at the Annual Meeting having been county chairman for more than 20 years.

The trade stand attended The Royal Show, the CLA Game Fair, Herefordshire Country Fair, Burwarton Show and the Herefordshire Equine Extravaganza and 47 new members joined at the stand.

Training days were held throughout the year, including six Safeguarding and Protecting Children courses and two Continued Professional Development training days. Thanks go to all venues for providing their facilities and to the guinea pig riders and their horses for being brave enough to ride in front of an audience! Thanks also to the presenters, who make these days informative and enjoyable.

Together with Business Link West Midlands we ran three workshops in October and November for equine businesses, covering the topics of management and finance, IT, staff recruitment and training and customer service. These were well attended and proved that equine businesses are extremely diverse in the West Midlands. At the same time the proprietors are interested in finding ways to make their particular business more successful.

East of England

Both the sponsored ride in Bedfordshire (see picture on the right) and the presentation evening itself, proved time well spent. Not only did new members join at both events, the amount raised for BHS Bedford and East Anglia Air Ambulance was a substantial £4,453. The ride also gained good press coverage and raised the profile of the BHS in the area.

The Vaulting CPD day at Writtle College provided something a little different for the instructors and others who took part. It was great to introduce another angle to equestrian sport. Many of the instructors were encouraged to have a go and took advantage of this to try their hand at the vaulting experience. This hands-on form of training was well received.

There were also some interesting demonstrations and lectures at the Annual Meetings in October, with Neuro-Linguistic Programming (NLP) for the nervous rider at the Bedfordshire meeting being particularly well received, as were the Reiki and Western riding demonstrations in Cambridgeshire.

The 'All about Access' presentation drew a large audience in Hertfordshire, and everyone was keen to have their say. In Suffolk the talk on the Suffolk Punch horse was very interesting and thought provoking. Norfolk had a visit from Lucinda Green; her demonstration proved inspiring to those who took part and also for those watching their progress.



South West

BHS membership in the South West grew by 380 members, with the total membership for the region standing at 9,146 at the end of the year.

All county committees continued to be active and as well as work continuing in the areas of welfare, access and safety, many organised their usual variety of events. BHS Cornwall and Devon held their successful quiz nights with a mix of equestrian and general knowledge questions, while BHS Wiltshire ran First/Novice Horse Owner training and BHS TREC Training, as well as their successful dressage series at five venues throughout the summer.

BHS Gloucestershire held a lungeing demonstration and ran their first Level 1 BHS TREC competition. A series of summer flatwork clinics culminated in a dressage competition.

BHS Avon ran a spring show; showing classes, showjumping and handy pony all proved popular. The annual Kilmersdon Ride took place once again with good attendance and the committee also part funded a project for children at the Wellow Trekking Centre to train for and take their BHS Riding & Road Safety Test.

BHS Cornwall, following cancellation due to Foot and Mouth Disease in 2007, rescheduled a well supported Pleasure Ride near Bodmin and ran an unaffiliated dressage competition at Duchy college.

BHS Dorset ran their Spring Ride in aid of the BHS Strangles Appeal and raised £250 for the AHT. A demonstration on bio-mechanics of the horse and rider was also well attended. The Hooves, Hounds, Heels and Wheels event saw riders, dog walkers, runners and cyclists meet to enjoy a multi-use ride in the Dorset countryside and their Terrier Racing evening saw funds raised for World Horse Welfare and the Dorset Air Ambulance.

BHS Somerset ran a Trailer Training day, while training for Somerset Trading Standards Animal Health and Welfare Division gave opportunities to improve horse handling skills and cover basic horse care and health issues.

Guest speakers at the region's Annual Meetings included the Hampshire Fire Brigade, Caroline Creighton and Paralympian Debbie Criddle.

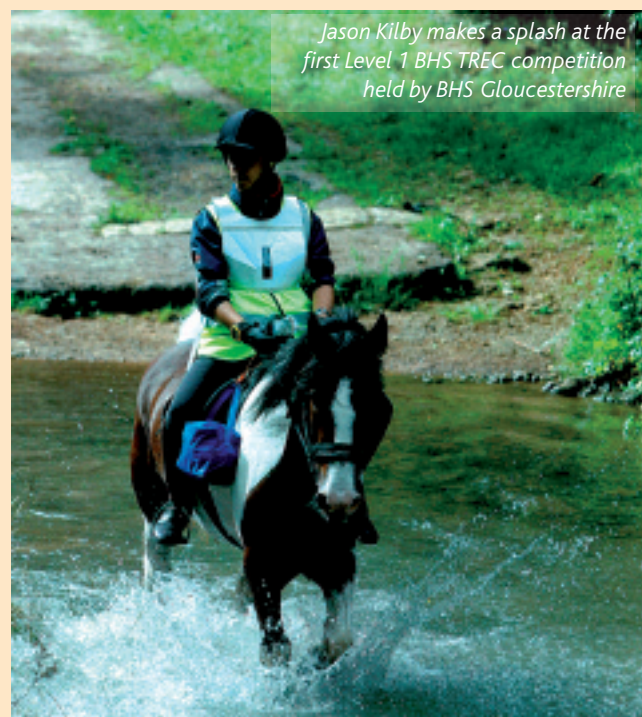
Regional training included many Safeguarding and Protecting

Children courses, as well as two regional training days at Duchy College and the Avon Riding Centre.

The BHS Equitation competition ran two qualifiers in the region and the ultimate winner of the 13 and under final, held at Warwickshire College, was Arabella Murrison from Pippin Equestrian in Dorset riding CoCo Pops

Gemma Barry from Devon, who went forward from the regional qualifier to the final of The Young Instructor of the Year competition, brought the title back to the South West for the third successive year.

The trade stand attended events during the year, further promoting the BHS in the South West.



Jason Kilby makes a splash at the first Level 1 BHS TREC competition held by BHS Gloucestershire

South

In 2008, membership grew by 1.9 percent in the South (down by 1.9 percent on 2007). There are five active county committees and a positive feeling running through the region.

Shows and events attended in the region have continued to highlight BHS presence and activities both on a local and national level. Communication with members and non-members alike remains a priority.

Contact with Sport England's regional offices on behalf of the British Equestrian Federation (BEF) is developing well, and contact with County Sport Partnerships (CSP) and School Sport Partnerships (SSP) is strengthening. Equine information in the counties is now available more widely via some CSP websites.

Work has been put into developing a series of educational sessions run by Registered Instructors across the counties. The course syllabus contains all areas of basic horse husbandry with economics in mind. 'Be Horse Smart' is aimed at all horse owners and riders wishing to improve their basic knowledge of horse care and offers qualified support without the stress of an exam or test.

The project to co-ordinate and establish a National Schools Equestrian Competitions framework continues to move forward.

Training days were well received in the region and Safeguarding and Protecting Children courses continue to be fully subscribed, despite providing more than the required number of courses across the year.

The regional committee continued to drive the South forward with its determination and enthusiasm.

In Berkshire (three percent growth) events were affected adversely by weather conditions throughout the year, although a successful adult camp was hosted by Berkshire College of Agriculture.

The committee in Buckinghamshire (2.2 percent growth) continues to provide the county with a wealth of information and support. The year saw the inclusion of a membership satisfaction survey in its newsletter, the results of which will be analysed and actions to improve the service to members, where applicable, will be carried forward by the committee.

Hampshire committee (1.3 percent growth) continues to be an enthusiastic and positive force. Events proved successful, especially the annual fun ride at Rockbourne and new ride at Compton. Close links with Hampshire Fire and Rescue continue to move forward. The annual training bursary for Registered Instructors continues, despite less interest from AI's in 2008.

The committee for the Isle of Wight (7.3 percent growth) continues to provide support for members, especially in the areas of Access and Welfare. The fantastic growth in membership is due in part to the positive response to editorial and advertising placed in the publication *Island Life* bi-monthly. During the year, the island gained its first 'Where To Train Centre'; congratulations go to Lynn Mills at Allendale Equestrian for this achievement.

The Oxfordshire (1.2 percent growth) committee held another fantastic two-week Ragwort pull in the county. The committee hosted 180 people at their Annual Meeting, which was followed by a discussion with Monty Roberts and Kelly Marks, chaired by Patrick Print FBHS, and provided an inspirational end to the year.

London

The various BHS London committees were amalgamated into one Greater London committee in 2008.

It was felt that it would be more beneficial to our London members to have a central committee which could expand as and when new volunteers could be recruited.

The Development Officer met with the British Equestrian Federation's (BEF) Tim Hadaway before his promotion to the London Organising Committee of the Olympic Games (LOCOG). With 2012 looming it is more important than ever to raise the profile of equestrianism in London. The BEF project "HOOF – Ride London" website was launched at Burghley and, although there is still much information to make available, it does give Londoners a starting point when looking for horse related information in their area.

South East

BHS South East attended several shows throughout the summer where we were visited by a great number of people and signed up a healthy number of new members.

The training events programme for 2008 had already been organised by the retiring Development Officer Pat Gaywood, and the region ran a successful PTT Training Day with Donald Kear and a popular CPD Day with Tessa Martin-Bird.

The South and East Kent, East Sussex, West Sussex and Surrey county committees held qualifying competitions for their annual £200 Training Bursary Awards, where the lucky winners are able to spend the money on lessons with a BHS Registered Instructor of their choice.

Merchandising

The BHS Merchandising website was completely overhauled towards the end of 2008 and showed signs of increased orders during December. The website remains the most popular method of ordering.

Customers were kept aware of new publications through the Bookshop E-Newsletters and bi-monthly flyers which are included in all post sent



out. A new design package has been ordered to enable staff to produce promotional flyers.

Trading on eBay has been very successful and it is intended to continue trading in this way throughout 2009. It is hoped to have a full list of merchandise available on eBay during Spring 2009.

Merchandising had a presence on BHS trade stands run by the team of Development Officers at more than 60 horse and county shows throughout England, Scotland, Wales and Ireland. Merchandising staff attended and worked at Badminton (see picture above), Burghley, Blenheim, the Royal Welsh Show, Horse of the Year Show, The British Open Show Jumping Championships, Your Horse Live and Olympia.

D5 – ADDITIONAL SERVICES

MARKETING, MEMBERSHIP AND COMMUNICATIONS DIRECTORATE Communications Department

The year saw the departure of Communications Director Oliver Wilson in March and subsequently the re-naming of the Directorate following the appointment of Emma Day in late August as Director of Marketing, Membership and Communications.

The Communications Department focused on raising the Society's profile within the regional press and were successful in achieving significant regional coverage for events such as The Young Instructor of the Year and the Equitation Championship.

A total of 162 press releases were disseminated to the media, and around 2,429 articles about the BHS were written – an increase on the previous year. Quick reaction by the BHS press office enabled the Society to promote its views through the printed media and also ITV's website coverage on such national issues as the ongoing welfare case at Spindles Farm, Amersham, through quotes from the Senior Executive in BHS Welfare.

The presentation of the Queens Award for Equestrianism to HRH The Duke of Edinburgh by HM The Queen (above), which took place at The Royal Windsor Horse Show, received significant publicity in *Hello* magazine and a number of national newspapers, such as the *Daily Mail*.

BHS Publications continued to flourish. *British Horse* magazine increased its advertising revenue to £258,000. Additional revenue was received from the *BHS Yearbook* and from advertisements on



the BHS website.

In conjunction with the Senior Executive in IT, the department played a significant role in selecting a company to re-design and develop the existing website. Following careful consultation with all other departments within the Society, the website development continued to move forward to a point at the end of the year when designs were submitted for assessment. Comments were fed back to the web developer by the Director of Marketing, Membership and Communications.

Information Technology

The year saw a wide variety of tasks undertaken by the IT Department. One of the most important was to begin the BHS website re-design and a developer was appointed for this. Work has been carried out through the year and the new website will include an area for members where they will be able, initially, to update their personal details and renew membership. This requires an extension to the Concept database and will be enabled during 2009.

The Concept database was converted and extensive testing carried out. Developments for the S/NVQ feature were also fully tested. Preparatory work was carried out on the Approvals database with a view to this being moved to Concept. A new secure connection was developed between Stoneleigh and IRIS in Bristol for database support and development.

The Merchandising website was re-designed and launched. A number of additional features were added, including secure payments and increased reporting features.

Document management was improved to incorporate Optical Character Recognition and the scanning figure for completed documents now stands at 503,000. Additional pro formas have been developed for new Departments adopting the document scanning system.

Regional Development Officers were converted to BT Broadband to enable a more reliable service and they also have the facility of Outlook Web Access.

New equipment was acquired which included PCs, servers, two new printers/copiers and a replacement air conditioning unit for the server room.

New staff were trained regarding remote operation. Updated anti-virus software was installed at head office and also for staff working away from Stoneleigh. Remote staff now have an updated firewall.

A standard installation of Windows XP, which includes Office 2003 for new PCs, was developed and tested.

A new website for Equestrian Qualifications Ltd was created, tested and updated.

IT helped to develop a new Flexitime form throughout 2008 and Human Resources were assisted in the Teamseer development, which records holidays and the management of staff absence.

Websense was installed to control internet access and the network printing server replaced. All applications and users were gradually moved over to this. An additional server was upgraded to Windows 2003.

Two Disaster Recovery simulations were successfully completed, both at a remote site. Research into EqualLogic hardware and VMware software development was carried out.

Fundraising

To help maximise contributions to the Society's charitable objectives, a dedicated fundraising position was created at the end of 2007. A fundraising strategy was produced and implementation undertaken during 2008, with the building of supportable charitable 'causes'.

An online research survey, testing the perceptions of both members and non-members and their attitudes to fundraising and the BHS was produced. The results will help to influence the marketing and communication strategies of the Society.

A major donor initiative, the BHS Diamond Club, yielded 12 donors, who each donated £1,500. In conjunction with the Welfare Department, a targeted appeal highlighting the value of the BHS's welfare work was produced and sent to members, supported by a microsite featuring case studies and a secure online donation area.

Support to other departments in securing sponsorship, advising on volunteer fundraising and supporting the Strangles Appeal was undertaken.

Human Resources Directorate Staff

The Human Resources Directorate encompasses the HR, Reception, Post and Security Departments.

We continue to promote our culture of learning and development. As an "Investor in People" we ensure that our staff are equipped with the appropriate skills and knowledge to be able to fulfil their role effectively and therefore contribute to the achievement of the strategic aims of the Society. A significant investment was made in 2008 on customer services and sales training, as well as many other individual training/development opportunities. Volunteers too are included in our Development Plan, with opportunities for them in the South West region during the year.

The Society is keen to build links with local educational institutions and we have continued to offer placements to students who are interested in careers in the equestrian industry.

It is important to us that we involve staff and seek their views regarding their role within the Society: an Employee Survey and Development Forums were ways in which we did this during the year, although regular communication on a less formal basis is always encouraged. The Employee Handbook was re-launched at the end of the year.

There has been some re-structuring and investment in new equipment in our support functions (Reception, Post and Security) so that we are able to provide even more efficient services to staff and customers.

The Society's performance management system ensures that all staff have clearly measurable objectives for the year, linked to the Society's strategic and operational objectives. Regular discussions about performance take place and an annual performance review is held.

Staff turnover has been consistent with the previous year and our overall sickness absence records continue to show improvement. Headcount remains fairly static at around 85 full-time equivalent staff.

Equity, and Safeguarding and Protecting Children and Vulnerable Adults

The Society continues to work with the British Equestrian Federation (BEF) to promote equality and to ensure the safeguarding and protecting of children.

The BEF has achieved the Equality Standard for Sport Foundation level and has submitted a portfolio for assessment for the Safeguarding and Protecting Children in Sport Intermediate standard; all member bodies have contributed to this.

Child Protection workshops were held throughout the UK and are continuing.

The BHS's umbrella body status for Criminal Record Bureau checks continues. More than 1,685 applications have been processed since umbrella body status was granted in January 2006. The checks are available throughout the UK for all those working in the equestrian industry with children, whether in a professional or volunteer capacity.

Participation projects throughout the UK continue to thrive and give disadvantaged children the opportunity to come into contact with horses. BHS Somerset ran the "Back on Track" project and the Manchester project continued with great success. Similar projects in Liverpool, Wales, Cleveland and Lincolnshire continued to show benefits for children of riding and caring for horses and ponies.

E – OTHER CHARITIES

The Society maintains a close relationship with the following Charities, the nature of which is given beside each in italics:

Animal Health Trust	<i>consultative and working in partnership</i>
Byways and Bridleways Trust	<i>working in partnership</i>
Council for National Parks	<i>working in partnership</i>
Council for the Protection of Rural England	<i>working in partnership</i>
Cyclists Touring Club	<i>working in partnership</i>
Horse World	<i>working in partnership</i>
Mark Davies Injured Riders Fund	<i>consultative and working in partnership</i>
Open Spaces Society	<i>working in partnership</i>
Rainbow Trust	<i>working in partnership</i>
Ramblers Association	<i>working in partnership</i>
Riding for the Disabled Association	<i>consultative and working in partnership</i>
Royal Society for the Prevention of Cruelty to Animals	<i>working in partnership</i>
South Pennine Packhorse Trails Trust	<i>working in partnership</i>
Sustrans	<i>working in partnership</i>
The Blue Cross	<i>working in partnership</i>
The Emile Faure Foundation	<i>working in partnership</i>
The Horse Trust	<i>working in partnership</i>
The Pony Club	<i>consultative and working in partnership</i>
The Trails Trust	<i>working in partnership</i>
Toll Rides (Off Road) Trust	<i>working in partnership</i>
World Horse Welfare	<i>working in partnership</i>
Worshipful Company of Saddlers	<i>consultative</i>
In addition, the Society has a Horse and Pony Breeds Committee made	

up of 44 breed societies, some of which are charities. Several of the bridleyway groups affiliated to the Society are registered charities.

F – FINANCIAL REVIEW

A surplus of £0.7m was achieved in 2008, which results in total reserve funds in excess of £7m.

The accounts show that the Society's total income at £7.9m, was £0.8m lower than 2007. However, in the 2007 accounts, £0.8m within the Gift Aid tax relief figure related to prior years.

The figure for total expenditure was £7.2m (2007: £7.0m). Of the £7.2m expenditure a record £6.4m was spent on the Society's charitable activities. After costs and expenses we were able to add to our reserves a sum of £0.7m.

The principal sources of income, as in previous years, were membership subscriptions and examinations and other fees. These together accounted for 73 percent of the Society's income. Underlying subscription income, excluding Gift Aid, has again increased this year, to £3.2 from £3.0m, as the number of members has risen.

The Board was pleased to approve a special distribution to the regions based on the membership roll, which will amount to approximately £68,000. This sum will be paid to the regions in 2009.

As reported in the Chief Executive's review the Board is looking to build new offices on the freehold site at Stoneleigh Deer Park. The project is now well underway, with the Board taking the best professional advice at all stages.

The Board has reviewed and confirmed its policy of maintaining a level of free unrestricted reserves equal to at least three months total expenditure of the Society. We are able to report that we are comfortably above that figure and as a result are able to plan and budget securely for the long term. A strong balance sheet also allows us to finance the cost of the new offices with confidence.

Included in the cost of Charitable Activities in the accounts is an amount of £3.2m for Membership Services. This includes items such as Development Officer support in the regions and counties, insurance, publication costs and a share of administrative support costs.

G – FINANCIAL POLICIES

Risk Management Policy

The major risks to the Charity have been assessed and in the Board's opinion, all necessary action has been taken and procedures have been put in place to minimise those risks wherever possible.

Investment Policy

The Society's policy is to invest surplus funds with UK based banks and the CCLA COIF Charities Deposit Fund. Such investments take the form of cash deposits only.

Reserves policy

In order to ensure a sustainable future and to allow for any unexpected reductions in income, the Society maintains a reserves policy which is reviewed annually.

The Board of Trustees confirmed at its meeting on 12 March 2009 that the Society would continue to hold, as a minimum, free unrestricted reserves equal to three months expenditure. The unrestricted reserves are the free charitable funds after deduction of the value of the freehold property.

At 31 December 2008 the free unrestricted reserves were £6.0 million which equated approximately to ten months expenditure during 2008.

The Board recognise that reserves exceed the minimum laid down in the policy, but due to future plans for building new accommodation, do not propose to amend the policy at this time.

STATEMENT OF THE DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Annual Report and accounts in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the directors to prepare accounts for each

financial year which give a true and fair view of the state of affairs of the company and of the results of the company for that period. In preparing those accounts the directors are required to select suitable accounting policies and then apply them consistently; make judgements and estimates that are reasonable and prudent; prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the accounts comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the directors are aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

For and on behalf of the Board, Mr Patrick Print FBHS

12 March 2009

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BRITISH HORSE SOCIETY

We have audited the accounts of The British Horse Society for the year ended 31 December 2008 which comprise the Accounting Policies, Statement of Financial Activities, Balance Sheets, Cash Flow Statement and the related notes. These accounts have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the Society's members, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the Society's members those matters we are required to state to them in an auditors' 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 Society and the Society's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

The directors' responsibilities for preparing the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Directors' Responsibilities.

Our responsibility is to audit the accounts in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the accounts give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you whether in our opinion the information given in the Trustees' Report is consistent with the accounts.

In addition, we report to you if, in our opinion, the Society has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and other transactions is not disclosed.

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the accounts, and of whether the accounting policies are appropriate to the Society's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts

are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the accounts.

Opinion

In our opinion:

- The accounts give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the group and Society's affairs as at 31 December 2008 and of the group's incoming resources and application of resources, including the income and expenditure, for the year then ended; and
- The accounts have been properly prepared in accordance with the Companies Act 1985; and
- The information given in the Trustees' Report is consistent with the accounts.

*Critchleys Oxford, Chartered Accountants,
Registered Auditors, 18 March 2009*

ACCOUNTING POLICIES

1 Basis of accounting

The accounts have been prepared in accordance with the statement of recommended practice "Accounting and Reporting by Charities" issued in 2005 and with applicable accounting standards. They are drawn up under the historical cost accounting rules with the exception of investments which are stated at market value. No separate income and expenditure account is presented for the Society as provided by Section 230 of the Companies Act 1985.

The income and expenditure of the trading subsidiary are shown gross in the statement of financial activities.

2 Basis of consolidation

The group accounts consolidate the accounts of the Society and of its subsidiary undertaking. Intra-group transactions are eliminated on 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.

3 Incoming resources

All 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 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 received.

4 Subscriptions

Life subscriptions are credited in full to income in the year of receipt and annual subscriptions are credited on a monthly basis.

5 Legacies and donations

Credit for income arising under these headings is taken in the year in which the amount can be assessed with reasonable certainty. 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 carried to relevant restricted funds, or to endowed funds where the amount is required to be held as permanent capital.

6 Depreciation

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 a straight line basis to write off their cost over their expected useful lives. The annual rates applied to the principal items are:

- | | |
|----------------------------------|------------------------------|
| • freehold land | no depreciation is provided |
| • freehold buildings | over 25 years |
| • short term leasehold buildings | over the period of the lease |
| • fixtures and fittings | 20% - 33.33% |
| • motor vehicles | 25% |
| • computer equipment | 33.33% |
| • database | 33.33% |

Grants received, in respect of fixed assets, are credited to a deferred income account, which is released to income and expenditure account over the life of the asset concerned.

7 Operating leases

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

8 Defined contribution pension scheme

Pension contributions are charged to income as they become payable in accordance with the rules of the scheme.

9 Stocks

Stocks, which consist mainly of publications and other goods for resale, are valued at the lower of cost and net realisable value. Cost is computed on a first in first out basis; net realisable value is based on estimated selling price less the estimated cost of disposal.

10 Investments

Current asset investments include short term deposits held at UK Banks. Listed investments are included at market value.

11 Funds

Other Charitable funds are unrestricted funds which are available for the 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 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

12 Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Where costs cannot be directly attributed to a particular heading they have been allocated to activities on the basis consistent with the use of the resources. All support costs have been allocated on the basis of number of employees.

Fundraising costs are those incurred in seeking voluntary contributions.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity.

Governance costs consist of audit fees and the direct costs of the Board of Trustee Meetings.

GROUP STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2008

	Note	Unrestricted funds £	Restricted funds £	Total 2008 £	Total 2007 £
Incoming resources					
Incoming resources from generated funds					
Voluntary income	1	49 642	94 327	143 969	502 334
Activities for generating funds:					
Trading Income		405 969		405 969	451 851
Advertising and inserts in magazines		368 825		368 825	344 350
Challenge Rides		0	115 908	115 908	81 897
Commissions Received		55 789		55 789	54 769
Other income	2	91 920	11 047	102 967	151 944
Investment income	3	496 535		496 535	513 028
Incoming resources from charitable activities					
Members Subscriptions	4	3 460 239		3 460 239	4 012 423
Examinations and Other fees		2 286 291		2 286 291	2 174 976
Events		446 937		446 937	420 379
Total incoming resources		<u>7 662 147</u>	<u>221 282</u>	<u>7 883 429</u>	<u>8 707 951</u>
Resources expended					
Cost of Generating Funds	6	654 395	95 011	749 406	704 960
Charitable Activities	6	6 219 705	154 885	6 374 590	6 240 957
Governance Costs	6	42 663	0	42 663	40 122
Total resources expended	6	<u>6 916 763</u>	<u>249 896</u>	<u>7 166 659</u>	<u>6 986 039</u>
Net incoming (outgoing) resources before transfers		<u>745 384</u>	<u>(28 614)</u>	<u>716 770</u>	<u>1 721 912</u>
Transfers between funds		0	0	0	0
Net incoming resources (resources expended)		<u>745 384</u>	<u>(28 614)</u>	<u>716 770</u>	<u>1 721 912</u>
Net gains (losses) on investment assets		(16 313)	0	(16 313)	(5 700)
Net movement in funds		<u>729 071</u>	<u>(28 614)</u>	<u>700 457</u>	<u>1 716 212</u>
Fund balances brought forward at 31 December 2006		<u>6 355 205</u>	<u>372 531</u>	<u>6 727 736</u>	<u>5 011 524</u>
Fund balances carried forward at 31 December 2007		<u><u>7 084 276</u></u>	<u><u>343 917</u></u>	<u><u>7 428 193</u></u>	<u><u>6 727 736</u></u>

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.

A separate statement of recognised gains and losses has not been prepared as the Society has no material recognised gains or losses other than the net income (expenditure) for the year. All activities are continuing.

GROUP CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2008

	2008 £	2008 £	2007 £	2007 £
Net cash inflow from operating activities		1 311 571		1 338 672
Capital expenditure and financial investments				
Payments to acquire tangible fixed assets	(129 334)		(106 781)	(106 781)
		(129 334)		(106 781)
Management of liquid resources				
Investment in short term deposits		(1 068 359)		(1 732 534)
		<u>113 878</u>		<u>(500 643)</u>

Notes to the group cash flow statement

Reconciliation of net incoming resources to net cash inflow from operating activities

Net Incoming resources	716 770	1 721 912
Depreciation	132 602	129 760
Loss (Profit) on Sale of Assets	455	0
Decrease (Increase) in stocks	6 022	639
Decrease (Increase) in debtors	207 073	(500 370)
Increase (Decrease) in creditors	248 649	(13 269)
Net cash inflow from operating activities	<u>1 311 571</u>	<u>1 338 672</u>

Analysis of changes in net funds	2007 £	Cash flows £	Other changes £	31 Dec 08 £
Cash at bank	441 396	113 878	0	555 274
Current asset investments	55 162	0	(16 313)	38 849
Short term deposits	6 123 251	1 068 359	0	7 191 610
	<u>6 619 809</u>	<u>1 182 237</u>	<u>(16 313)</u>	<u>7 785 733</u>

Reconciliation of net cash flow to movement in net funds	2008 £
Increase (Decrease) in cash for the year	113 878
Net inflow (outflow) from liquid resources	1 068 359
Realised gains on revaluations in the year	0
Release of Unrealised gains on sale	0
Unrealised gains (losses) on revaluations in the year	(16 313)
Net inflow (outflow) from Investment shares	0
Change in net debt	1 165 924
Net funds at 31 December 2007	<u>6 619 809</u>
Net funds at 31 December 2008	<u><u>7 785 733</u></u>

BALANCE SHEET – GROUP AND THE SOCIETY AT 31 DECEMBER 2008

		Group		The Society	
	Note	2008 £	2007 £	2008 £	2007 £
Fixed assets					
Tangible assets	8	900 425	904 148	900 425	904 148
Investments	9	0	0	5 000	5 000
		<u>900 425</u>	<u>904 148</u>	<u>905 425</u>	<u>909 148</u>
Current assets					
Stocks		137 196	143 218	0	0
Debtors	10	950 135	1 157 208	1 065 434	1 251 128
Investments	11	7 230 459	6 178 413	7 230 459	6 178 413
Cash at bank and in hand		555 274	441 396	518 362	417 443
		<u>8 873 064</u>	<u>7 920 235</u>	<u>8 814 255</u>	<u>7 846 984</u>
Current liabilities					
Creditors due within one year	12	2 345 296	2 096 647	2 306 153	2 043 062
		<u>6 527 768</u>	<u>5 823 588</u>	<u>6 508 102</u>	<u>5 803 922</u>
Net current assets					
		<u>7 428 193</u>	<u>6 727 736</u>	<u>7 413 527</u>	<u>6 713 070</u>
Net assets					
Represented by					
Income funds					
Restricted funds	15	343 917	372,531	343 917	372 531
Unrestricted funds					
Designated funds	16	340 706	403 228	340 706	403 228
Other charitable funds	17	6 728 904	5 937 311	6 728 904	5 937 311
Non-charitable trading funds	17	14 666	14 666	0	0
Total reserves		<u>7 428 193</u>	<u>6 727 736</u>	<u>7 413 527</u>	<u>6 713 070</u>

The accounts were approved and authorised for issue by the Board on 12 March 2009 and signed on its behalf by
Mr P PRINT – Chairman
Mr I MACLELLAN – Treasurer

NOTES ON THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2008

	2008 £	2007 £
1 Voluntary Income		
Donations receivable include the following:		
Mr R Grieveson Deceased	0	207 390
Mrs J Flory Deceased	0	40 365
In 2008, the Society received a legacy of £178141. Pending clarification of the terms of the legacy this amount has been included in other creditors and has not been recognised in the Statement of Financial Activities.		
Grants receivable include the following :		
Scottish Natural Heritage	20 416	26 642
Sport England	10 041	30 000
Sports Councils for Northern Ireland	26 549	40 466
Special EU Programmes Body	0	20 295
Leader +	0	26 983
	<u>102 967</u>	<u>151 944</u>
2 Other income		
Raffle Income	45 132	51 267
Other income includes consultancy and miscellaneous items	57 835	100 677
	<u>102 967</u>	<u>151 944</u>

	2008 £	2007 £
3 Investment income		
Income from listed investments	8 858	7 267
Income from investment property	108 456	108 245
Interest receivable	379 221	397 516
	<u>496 535</u>	<u>513 028</u>

4 Members subscriptions
During the year to 31 December 2007, a significant claim for Gift Aid was submitted to HMRC. This included amounts receivable over a six year period. The amount receivable amounted to £1 million, of which £0.8 million related to prior years.

5 Subsidiary company
The Society has one wholly owned trading subsidiary, which is incorporated in England. The British Horse Society (Trading Company) Limited undertakes the trading activities of the Society and covenants its taxable profits to the Society. The trading results of the Subsidiary are included within the consolidated accounts.
Audited accounts have been filed with the Registrar of Companies.
A summary of the results of the subsidiary is shown below.

	Total 2008	Total 2007
The British Horse Society (Trading Company) Limited		
Turnover	854 771	886 458
Cost of Sales	<u>736 089</u>	<u>741 995</u>
Gross Profit	118 682	144 463
Gift Aid Donation to Charity	118 682	144 463
	<u>0</u>	<u>0</u>
Net profit		
	<u>0</u>	<u>0</u>
The aggregate of the assets, liabilities and funds was:		
Assets	344 583	320 396
Liabilities	<u>(324 917)</u>	<u>(300 730)</u>
Funds	<u>19 666</u>	<u>19 666</u>

	Activities undertaken directly	Support Costs	Total 2008	Activities undertaken directly	Support Costs	Total 2007
6 Analysis of total resources expended						
Cost of Generating Funds			£			£
Fundraising trading: costs of goods sold and other costs	600 521	148 885	749 406	577 751	127 209	704 960
Charitable Activities						
Membership Services	2 586 459	610 680	3 197 139	2 535 561	610 096	3 145 657
Training, examinations and approvals	1 334 650	428 990	1 763 640	1 264 105	441 344	1 705 449
Safety, access and welfare	577 770	330 575	908 345	599 990	340 096	940 086
Events	409 575	95 891	505 466	358 899	90 866	449 765
	<u>4 908 454</u>	<u>1 466 136</u>	<u>6 374 590</u>	<u>4 758 555</u>	<u>1 482 402</u>	<u>6 240 957</u>
Governance Costs	42 663	0	42 663	40 122	0	40 122
Total resources expended	<u>5 551 638</u>	<u>1 615 021</u>	<u>7 166 659</u>	<u>5 376 428</u>	<u>1 609 611</u>	<u>6 986 039</u>

	Fundraising trading	Membership Services	Training, exams & welfare	Safety, access & approvals	Events	Basis of Allocation
Support Cost Breakdown by Activity						
Support Cost	£	£	£	£	£	
Management	42 987	176 326	123 865	95 449	27 688	No of Employees
Media and Public Liaison Office	11 353	46 565	32 711	25 207	7 311	No of Employees
Finance	29 870	122 511	86 061	66 318	19 237	No of Employees
Personnel	12 118	49 708	34 919	26 908	7 805	No of Employees
Computer Services	22 247	91 254	64 103	49 398	14 330	No of Employees
Facilities	30 310	124 316	87 331	67 295	19 520	No of Employees
Total	<u>148 885</u>	<u>610 680</u>	<u>428 990</u>	<u>330 575</u>	<u>95 891</u>	
Governance costs includes:				2008		2007
Auditors' remuneration				£		£
for audit work				11 300		11 000
for non-audit work				205		1 430
Within Resources Expended are operating lease rentals:						
for land and buildings				44 204		43 383
for plant and machinery				18 046		20 972

7 Trustees and employees
Trustees
No remuneration is paid to any trustee by virtue of his or her position on the board with the exception of the Chairman.
The Society has paid the Chairman remuneration as approved by the Charity Commission and resolution of Trustees dated 22 June 2006.
The Trustees who held office throughout the year are shown in the published accounts.

	2008	2007
The cost of travel and subsistence to 14 trustees during the year amounted to	20 846	23 868
Chairman's remuneration	6 315	6 143
Fees paid to trustees during the year for examinations carried out	<u>14 767</u>	<u>27 609</u>
Staff costs		
Wages and salaries	2 059 976	1 994 896
Social security costs	196 496	190 203
Pension Costs	139 286	138 619
Life assurance costs	9 983	15 724
Other costs and employee benefits	<u>86 409</u>	<u>79 713</u>
	<u>2 492 150</u>	<u>2 419 155</u>

The Society operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Society in an independently administered fund. The pension cost charge represents the contributions payable by the Society to the fund.

Other costs and employee benefits include medical benefits, car allowances and engagement expenses.

	Number	Number
The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year were as follows:		
£90,001 - £100,000	1	1
£60,001 - £70,000	2	2

The items used to determine the above values are gross salary, employer's contribution for life cover and the taxable value of benefits in kind. An amount of £19 991 was contributed to a money purchase pension scheme.

The average number of employees calculated on a full-time equivalent basis, analysed by function was:		
Charitable activities	77	77
Cost of generating funds	<u>8</u>	<u>7</u>
	<u>85</u>	<u>84</u>

	Database	Freehold property	Plant & Machinery	Fixtures fittings & equipment	Total
8 Tangible fixed assets					
Group and The Society					
Cost	£	£	£	£	£
At 31 December 2007	223 327	1 046 502	6 198	550 659	1 826 686
Additions	26 049	0	0	103 285	129 334
Disposals	0	0	0	(964)	(964)
At 31 December 2008	<u>249 376</u>	<u>1 046 502</u>	<u>6 198</u>	<u>652 980</u>	<u>1 955 056</u>
Depreciation					
At 31 December 2007	202 447	285 087	517	434 487	922 538
Charge for the year	21 194	29 860	1 550	79 998	132 602
Disposals	0	0	0	(509)	(509)
At 31 December 2008	<u>223 641</u>	<u>314 947</u>	<u>2 067</u>	<u>513 976</u>	<u>1 054 631</u>
Net book value					
At 31 December 2008	<u>25 735</u>	<u>731 555</u>	<u>4 131</u>	<u>139 004</u>	<u>900 425</u>
At 31 December 2007	<u>20 880</u>	<u>761 415</u>	<u>5 681</u>	<u>116 172</u>	<u>904 148</u>

The cost as shown above represents the full cost to the Society before deducting grants and contributions received, of which there were none in the year to 31 December 2007 and 31 December 2008.

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.

	2008 £	2007 £
9 Fixed asset investments		
The Society		
Shares in subsidiary undertaking:		
At 31 December	5 000	5 000
The Society owns the entire ordinary share capital of The British Horse Society (Trading Company) Limited, which is incorporated in England and undertakes the trading activities of the Society.		
Group and The Society		
Leasehold property		
Cost		
As at 31 December 2007 and 31 December 2008	94 081	94 081
Depreciation		
As at 31 December 2007 and 31 December 2008	94 081	94 081
Net book value		
As at 31 December 2007 and 31 December 2008	0	0

By 30 April 1998, the move to new offices on Stoneleigh Deer Park was complete and the former main offices were leased to British Equestrian Federation Limited. The Trustees consider that due to the nature of the lease, there is no open market value.

	Group	The Society
10 Debtors: amounts falling due within one year	2008	2007
	£	£
Trade debtors	279 062	292 231
Loans to event organisers	10 000	19 000
Current account with subsidiary undertaking	0	0
Other Debtors	130 188	394 149
Prepayments	530 885	451 828
	<u>950 135</u>	<u>1 157 208</u>
	<u>1 065 434</u>	<u>1 251 128</u>

11	Investments	2008	2007
	Group and The Society		
	Unlisted investments at cost		
	Abbey National – time deposit account	1 945 774	1 752 961
	Royal Bank of Scotland – customer bid deposit account	51 043	1 487 977
	Natwest – Fixed term deposit account	1 437 237	1 400 000
	Bank of Scotland – Fixed term deposit account	1 874 562	1 482 313
	CCLA Charity deposit fund	1 882 994	0
		<u>7 191 610</u>	<u>6 123 251</u>
	Analysis of listed investments at market value		
	3.5% war stock	3 741	3 346
	M & G charifund income units	35 108	51 816
		<u>38 849</u>	<u>55 162</u>
		<u>7 230 459</u>	<u>6 178 413</u>
	Listed investments at cost	<u>49 900</u>	<u>49 900</u>

12	Creditors due within one year	Group	The Society
		2008	2007
		£	£
	Trade creditors	173 420	128 988
	PAYE, NI and VAT payable	24 128	29 074
	Other creditors	213 547	38 498
	Accruals	198 624	253 595
	Subscriptions received in advance	1 409 595	1 301 394
	Other income received in advance	325 982	345 098
		<u>2 345 296</u>	<u>2 096 647</u>
		<u>2 306 153</u>	<u>2 043 062</u>

13	Deferred income	Group	The Society
	Balance at 1 January 2008	1 646 492	1 646 492
	Amount released to incoming resources	(1 646 492)	(1 646 492)
	Amount deferred in the year	1 735 577	1 735 577
	Balance at 31 December 2008	<u>1 735 577</u>	<u>1 735 577</u>

Deferred income comprises subscriptions and fees received in advance.

14	Share capital
	The Society is a company limited by guarantee, having no share capital. In the event of the Society being wound up, each person, who is at that time a member, 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.

15	Restricted funds	At 1	Income	Expenditure	At 31
	Group and The Society	January			December
		2008			2008
		£	£	£	£
	Year of the Horse Development fund	81 210	0	(24 300)	56 910
	Event Organisers' loan funds	70 872	0	0	70 872
	The Bodynfoel fund	8 880	712	(26)	9 566
	The Saddlers' Training fund	18 664	9 200	(7 089)	20 775
	The Horse and Hound Training fund	5 293	0	0	5 293
	W W Thomson Bursary fund	39 991	2 869	(4 430)	38 430
	The John Yates Bursary fund	1 943	0	0	1 943
	Irene Heppell York fund	26 732	0	0	26 732
	Access Ride leaflets	1 605	10 837	(2 361)	10 081
	Grants including Sports Council	75 604	68 944	(92 560)	51 988
	Challenge Rides Welfare fund	0	115 908	(115 908)	0
	Mrs K Edgar Fund	22 823	0	(1 732)	21 091
	Caroline Pratt Memorial Fund	5 558	0	(1 490)	4 068
	Access Fighting Fund	13 356	7 812	0	21 168
	Welfare and Horse Rescue	0	5 000	0	5 000
	Total Restricted funds	<u>372 531</u>	<u>221 282</u>	<u>(249 896)</u>	<u>343 917</u>

The Development fund was accumulated to encourage 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.

The Event Organisers' fund is used specifically to provide loans to organisers of Horse Trials Events. The Saddlers Training fund holds the annual grant presented by the Worshipful Company of Saddlers for specific training activities held by The British Horse Society and other riding disciplines.

The Horse and Hound Training fund is to aid specific training activities.

The W W Thomson Bursary fund has been provided to assist with the training of potential designers and course builders, and in particular for the advancement of education and safety.

The Irene Heppell York fund was provided for the welfare of aged horses in the York area.

The Access Rides leaflets fund (previously the Sabrina Way and Three Rivers Ride fund) was set up from the grants and donations given to assist with the production of trail guide leaflets for riders.

The Challenge Rides Welfare fund was created by the challengers of the Iceland, Jordan, Mongolia and Peru Rides for welfare assistance & training.

The Mrs K Edgar Fund was donated for the provision of horse rescue purposes.

The Caroline Pratt Memorial Fund was provided to support the training and development of up and coming Cheshire event riders.

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

The Welfare and Horse Rescue fund was set up to support the work of the Welfare department.

16	Designated funds	At 1	Income	Expenditure	At 31
	Group and The Society	January			December
		2008			2008
		£	£	£	£
	Road Safety fund	41 116	1 803	(25 058)	17 861
	Bridleways fund	3 934	1 297	0	5 231
	Access Legal fund	13 157	0	0	13 157
	Miss P.C.M.Barnes fund	39 276	0	(198)	39 078
	Blackdown Hills Project	1 399	0	(393)	1 006
	The British Riding Clubs fund	304 346	0	(39 973)	264 373
	Total Designated funds	<u>403 228</u>	<u>3 100</u>	<u>(65 622)</u>	<u>340 706</u>

The Road safety fund is a fund to assist in areas of research of safety for the ridden or driven horse. The Miss P.C.M.Barnes fund has been designated by the Trustees for various specific projects. The Blackdown Hills Fund was set up from the grants provided to assist horse related businesses. The British Riding Clubs Fund has been set aside to recognise the reserves accumulated by the department, but remains a charitable fund of The British Horse Society. They have been accumulated for strategic purposes, to ensure that services are maintained to clubs during exceptional circumstances. These would include cover against late cancellation of major events, and to finance special projects including international representation, provision of additional facilities for the horse trial championships and specialised training for officials. During 2007, £100,000 was committed for Rural Riders and grass roots training over the following five years.

17	Other charitable funds	2008	2007
	Group and The Society	£	£
	At 31 December 2007	5 937 311	4 169 689
	Surplus for the year	<u>791 593</u>	<u>1 767 622</u>
		<u>6 728 904</u>	<u>5 937 311</u>
	Transferred from restricted funds – Note 15	0	0
	Transferred from designated funds – Note 16	0	0
	At 31 December 2008	<u>6 728 904</u>	<u>5 937 311</u>

Non-charitable trading funds

Group	2008	2007
At 31 December 2007	14 666	14 666
Surplus for the year	<u>0</u>	<u>0</u>
At 31 December 2008	<u>14 666</u>	<u>14 666</u>

18	Analysis of group net assets between funds	Unrestricted funds	Restricted funds	Total funds
		£	£	£
	Fund balances at 31 December 2008 are represented by:			
	Tangible fixed assets	900 111	314	900 425
	Investments	6 886 856	343 603	7 230 459
	Other Current assets	1 642 605	0	1 642 605
	Creditors	(2 345 296)	0	(2 345 296)
	Total net assets	<u>7 084 276</u>	<u>343 917</u>	<u>7 428 193</u>

Unrealised gains included above	2008	2007
On investment assets (see below)	<u>(11 051)</u>	<u>0</u>
	<u>(11 051)</u>	<u>(11 051)</u>

Reconciliation of movements in unrealised gains on investment assets

Unrealised gains at 31 December 2007	2008	2007
Unrealised gains at 31 December 2007	5 262	0
Release of Unrealised Gains in year	0	0
Add net Gains on revaluations in the year	<u>(16 313)</u>	<u>0</u>
Unrealised gains at 31 December 2008	<u>(11 051)</u>	<u>0</u>

19	Guarantees and other financial commitments	2008	2007
	Financial commitments under non-cancellable operating leases will result in the following payments falling due in the year to 31 December 2008	£	£
	expiring within one year		
	for land and buildings	4 869	4 668
	for plant and machinery	<u>1 239</u>	<u>4 864</u>
		<u>6 108</u>	<u>9 532</u>
	expiring within two to five years		
	for land and buildings	0	0
	for plant and machinery	<u>6 031</u>	<u>9 893</u>
		<u>6 031</u>	<u>9 893</u>
	expiring after five years		
	for land and buildings	47 545	38 908
	for plant and machinery	<u>0</u>	<u>0</u>
		<u>47 545</u>	<u>38 908</u>

The leases on land at Stoneleigh expire in December 2017 and are subject to five yearly rent reviews, with the next review due on 1 January 2009. Some of these leases were surrendered during 1999.



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