

Abridged Minutes of a Blended Meeting of the Board of Trustees
held on Wednesday, 27 April 2022 at 10:00

1. Minutes of the meeting held on Wednesday, 2 February 2022

The minutes of the meeting held on Wednesday, 2 February 2022 were proposed by the Chairman and agreed to be a true reflection of the meeting by the Trustees

2. Matters Arising

The process document for managing a potential data breach has been updated to include a step to report to the Board if a potential breach is being reported to the ICO.

Members of the SMT met with the Specialist Trustee for Welfare in advance of the meeting to discuss matters to become involved in aside from digital passports, with a focus on how the Society can do more to support horse owners in a world that is forever changing.

Members of the SMT are working with the Generalist Trustee with Financial Expertise to produce an Enterprise Risk Framework in order to further strengthen the Board of Trustees' overview of organisational risk.

3. Abridged Minutes of the December 2021 Board Meeting for publication

The abridged minutes of the meeting that took place on 9 December 2021 were approved for publication on the BHS website, subject to a section on the discussion relating to international activity being added.

4. Conflicts of Interest

There were not any conflicts of interest declared.

5. 2022 Trustee Election - Nomination Committee Recommendations

There were seven nominations in total for the 2022 Trustee Election: three for Generalist Trustee (two vacancies), three for Specialist Trustee for Education, and one for Specialist Trustee for Access.

Three of the existing Trustees were standing again for election: Tim Lord, Sally McCarthy, and Sarah Simpson. The Nomination Committee accepted these nominations and did not feel it necessary to conduct interviews, in view of the candidates' previous experience on the BHS Board of Trustees. Therefore, the Nomination Committee recommended that SM and TL progress to the election as Generalist Trustee candidates, and SS progress to the election as a candidate for the Specialist Trustee for Education vacancy.

Interviews with the other four candidates were held w/c 18 April 2022 and all four candidates met the criteria set out within the Selection Policy. Therefore, the Nomination Committee recommended that one candidate progress to the election as a Generalist Trustee candidate, and two nominees progress to the election as candidates for the Specialist Trustee for Education vacancy.

There was one nominee for the Specialist Trustee for Access vacancy and therefore the Nomination Committee recommended that Nicola Greenwood be elected unopposed on 29 June at the Election Board Meeting.

The Board thanked the Nominations Committee and approved their recommendations.

6. Home Team Survey Update

The Chief Operating Officer provided an overview of the outcomes of the Home Team (Employee) Survey that was undertaken in December 2021 / January 2022. The response rate to the 2021/22 survey was much higher than any previous employee survey undertaken by the Society, indicating a much higher level of engagement. It was noted that that remote and home-based teams in particular had engaged much more than previously, achieving a much broader level of engagement across the organisation.

The results showed that 95% of respondents understand what is expected from them. One of the lower responses was the number of employees that see career progression within the BHS. This result was not

unexpected, as employees leaving the organisation often cite that they cannot see how they can progress. This is a key action that will be included in the action plan. It was noted that employee retention is very good, but that some turnover can be useful to allow opportunities for progression within the organisation.

Other areas of focus in the action plan arising from the Home Team Survey include: communication, development, training, progression and coaching. There was further discussion regarding internal and external opportunities for employees to expand their skill sets, including shadowing colleagues from other departments.

7. Trustee Involvement with Employment Matters

The Board of Trustees approved a document which outlines the process for Trustee Involvement with Employment Matters.

8. Activity in China and Other International Territories

A meeting was held virtually via Microsoft Teams on 19th April 2022 to discuss international activity. The meeting was held following the Specialist Trustee for Access raising several points about the Society's international activities, with specific reference to activities in China. Except for Specialist Trustee for Access, the majority of Trustees present were content to maintain a presence in the markets that the Society currently operates within. The following outcomes of the meeting were ratified by the Board of Trustees:

1. The International Strategy that was agreed in December 2019 was reconfirmed.
2. Activity in China will continue.
3. The contract between The British Horse Society and Equuleus is being redrafted under UK law.
4. Potential risks will be reviewed within the risk register.
5. The board will continue to review performance in its international activities.

9. Chief Executive's Report

The Chief Executive provided an overview of activity across the Home Team. The Society is going through a busy period of time with the first full calendar year of full scale activity in the wider equestrian community since before the pandemic. A clear schedule of activity is continuing to be undertaken which is fundamental to the impact that is being made both in-person and virtually.

- Momentum with the Highway Code Changes has continued with a lower numbers of equine road incidents reported on Horse i since the changes were communicated.
- British Equestrian (BEF) have confirmed their continuing support for Project 2026 despite the recent repeal of the deadline announced in government.
- The Changing Lives Through Horses momentum is continuing to build under the participation strategy. £8,800 of funding from Sport England has been secured to support CLTH Centres with equipment. Fundraising for CLTH remains a key focus with circa £95,000 received to date from Trusts. County and Regional Committees have now been trained and are being encouraged to support fundraising for Changing Lives.
- The British Equestrians for Ukraine Fund has raised more than £200,000, and 70 tonnes of horse feed has been sent to Poland and onwards.
- Areas of focus include the promotion of the BHS's partnership with Sky TV for free riding lessons at BHS Approved Riding Schools - to get funding back in to riding schools and increase participation.
- British Riding Cubs (BRC) activities have been very successful to date in 2022 and remain an area of focus with record numbers of entries.
- BHS membership was just ahead of target in Q1 of 2022, however it is difficult to predict how membership will be affected by the cost of living crisis.

There was discussion regarding the diminishing number of riding schools across the UK, which is a large area of concern and focus for the Society. There has been an increase in the number of riding schools deciding to close due to retirement or the reconsideration of business models. Several ideas for how the Society could support BHS Approved Riding were raised, and it was agreed that a Working Group would be created to take them forward.

10. Health & Safety Update

The new support in place for BRC and BHS event organisers is paying dividends now that the full Health & Safety Team are in place. The Health & Safety Team are attending equestrian events now that face-to-face activity is back in full swing, which is useful for them to understand how H&S can be engrained in all BHS and BRC activity.

11. Safeguarding, Equality, Diversity & Inclusion

There were not any major incidents to report.

12. Information Security

There were not any matters to report.

13. Project & Programme Update

It was reported that the website project was taking longer than anticipated, but that the team are committed to launching the website when it is as it should be, rather than rushing to launch an incomplete product.

Career Transition Fund (CTF) – there had been a significant number of applications from over 500 people. The fund is administered through a voucher scheme which has worked very well to date. Discussion ensued regarding the monetary value of vouchers, and it was advised that a review point had been agreed, which the Team were close to reaching.

14. Report & Minutes of the Finance Committee 14 April 2022

The Chairman of the Finance Committee provided an overview of the meeting that took place on 14 April:

- All Committee Chairmen and Treasurers have been informed of the new Expense Allowance Policy and revised Volunteer Expense Policy.
- All projects are on track, on the whole, with no concern from financial perspective in particular.
- A Review of the Reserves Policy has been undertaken and will be included in the Annual Report & Financial Statements for the year ending 31 December 2021.
- Investments values declined during Q1 in view of world events and how they have impacted national and global economies. This fall in value was limited to 2.88%.
- There was a recommendation to produce a clear and simple matrix on who holds the authority to undertake various processes and decisions, where the executive may consult authorities - including the Board of Trustees, and what the broad information flow in respect of those tasks is. This was agreed.
- There was a second recommendation to produce and maintain an Enterprise Risk Framework to ensure that the Trustees are aware of and understand which risks pose the greatest threat to BHS, as part of their responsibility to have oversight on risk in the Society. This was also agreed.
- It was agreed that the Generalist Trustee with Financial Expertise would be appointed as Chairman on the Finance Committee, commencing from the next meeting.

15. Any Other Business

Facebook Live Security Issues

The Facebook Live session on the Highway Code changes was raised as it was hacked by hackers in India and a number of viewers were directed to a payment area. The COO advised that all those that were affected had been written to, to explain the situation. The Society will not be using Facebook Live for any future programmes as there is better technology now in place - Microsoft Teams, for example.

Social License

The CEO noted that there has been an increase in discussion across the industry pertaining to social license as an issue in the equestrian sector as a whole. He suggested that it would be important as an SMT and as Trustees to have an informed discussion with external parties to develop a collective framework as to how we will progress and address social license. The Board Agreed.