



The British Equestrian Federation

Strategic Plan 2009 – 2013



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The strategic plan outlines the strategies and objectives which will set the direction for the Federation in the period from April 2009 to end of March 2013.

The goals

The Federation has identified four key goals which it considers are crucial to the success over the plan period. Our success or failure will be judged by reference to the extent that we fulfil these goals.

Working in harmony the Federation as a whole must:

- Deliver superior performance.
- Develop a yet more sustainable future for equestrianism.
- Achieve a significant increase in participation at all levels and all areas of equestrianism and into all disciplines.
- Develop long term financial security.

In order to achieve these goals 10 key steps or strategic initiatives have been identified. Each of the eight BEF portfolios in conjunction with the Member Bodies has assessed how it can contribute to these initiatives and has determined its objectives with them in mind.

The 10 strategic initiatives.

1. Continue to sustain and improve performance
2. Grow, sustain and excel, continuing to improve and develop high quality coaching, participation and volunteering opportunities and talent pathways.
3. Stage international events on home ground including developing a proposal, but not at this stage committing, to host the FEI's World Equestrian Games in 2018 to create the same focus and drive for success as London 2012.
4. Support London 2012 and use this as a platform to create an equestrian Olympic and Paralympic legacy.
5. Support the breeding and development of suitable horses and ponies to meet the needs of those engaged in equestrianism at all levels.
6. Raise the profile of equestrianism and equestrian sports to drive up the brand of the entire Federation.
7. Adopt a Federation wide portal approach to engage the 4.3 million riders in the Federation and its activities.

8. Support the continual improvement of facilities, pursuing the potential to establish a Federation –wide “Home of British Equestrianism” – the London 2012 legacy.
9. Work together effectively and efficiently
10. Maintain long term robust funding for the Federation

The objectives

The work of the Federation is structured around eight portfolios. Each portfolio has worked with the Member Bodies to identify the objectives required to achieve the strategic initiatives, the actions necessary to achieve those objectives and the Board meetings.

Key Performance Indicators for each area of the Strategic Plan are identified and built into the work of the BEF. Annex 10 provides the detail in table format. An annual operational plan ensures that KPIs are translated into time costed annual objectives. The performance of the plan is monitored quarterly at board meetings.

The portfolios will work with Member Bodies on the following headline objectives in the period 2009-13 .

Portfolio 1: Sports Development

- Develop and promote a set of agreed policies, to include coaching, facilities, child and vulnerable adults’ protection, the “workforce”, welfare and equity.
- Develop and deliver the UK Coaching Framework for equestrian sport and leisure in partnership with sports coach UK and others.
- Develop the alignment of the BEF unified Coaching Strategy with the UK Coaching Framework and Delivery Plan to develop and embed in partnership the Long Term Coaching model and pathway and Long Term Participant model linked to Long Term Athlete Development Strategy both generically and discipline specific.
- Increase the number of qualified performance coaches.
- Retain BEF coaching trailblazer status and achieve outcomes against the UK Coaching Framework.
- Work with Participation to develop cross federation mechanisms to ensure effective delivery of participation goals.
- Explore the viability of and develop if appropriate a central National Equestrian Institute as the “Home of British Equestrianism” linked to all centres of excellence throughout Great Britain to promote equestrian activity and excellence nationwide, including provision for national elite training.
- Continue the implementation of the BEF Facilities Strategy.

- Work in conjunction with Marketing to develop a website portal as a hub for facilities information.
- Increase and promote provision of facilities for non-Olympic disciplines.
- Support the Member Bodies in the constant promotion of improved standards in safety for horses and human athletes.

Portfolio 2: Participation

- Increase participation in equestrian sport and recreation implementing Sport England targets.
- Continue to develop a regional structure so that it supports the work of the Federation to include an audit and analysis of the Federation's needs at regional level.
- Increase provision of volunteer support to sustain and underpin participant growth.
- Continue to implement the accreditation schemes of the Member Bodies and encourage development to Clubmark.
- Support development of club commercial viability throughout the Federation as defined in the British Horse industry ("BHIC") Strategy for the Horse Industry in England and Wales.
- Support the continued implementation of the BHIC strategy; monitor, evaluate and report on annual progress.
- Develop opportunities and nurture talent throughout the Federation, linking to equestrian high performance network in Sport England regions.
- Develop strategies throughout the Federation to increase participation in 16 years and under age range.
- Increase accessibility and availability of right quality horses to sustain participation.
- Implement aspects of Olympic 2012 legacy based on the Hoof project in association with Sports Development and London 2012 Legacy and Support.

Portfolio 3: Equine Development

- More British bred horses and ponies on the podium and in the results at national and international level.
- Promote the achievements of British bred horses and ponies (more prominent results).
- Increase participation in BEF's assessment initiatives for young sport horses and ponies.
- Build Long Term Equine Development ("LTED").
- Support the breeding and development of horses and ponies of suitable type and temperament to meet safely the needs of a growing base of riders, drivers, vaulters and others engaged in equestrianism.

- Encourage the use of research within all sectors of the industry to support and inform the objectives of the Federation as a whole especially through education and information services..
- Work closely across the Federation to develop and support the welfare of the horse.

Portfolio 4: International Affairs

- Develop elite benefits of WC plans for all sporting Member Bodies.
- Fundraise for World Equestrian Games 2010.
- Implement World Class Programme.
- Implement approved WC Performance targets and strategy- Deliver successful Equestrian Olympic and Paralympic Games.
- Implement approved WC Development (Start & Potential) strategy.
- Review Equine Pathway and continue to develop.
- Support development of 2009 European Championships for Dressage & Jumping.
- Support Bishop Burton Pony Club Championships
- Develop and deliver Major Events Plan across all age groups and all disciplines.
- Develop and submit, subject to viability, a bid to host the World Equestrian Games in 2018.
- Monitor international rules and regulations.
- Implement human and equine anti-doping rules and develop Federal approach to testing.
- Engage with and influence policy at FEI.
- Increase International Influence.
- Improve support for elite owners.
- Recruit and raise standards of FEI officials through improved communication/support/monitoring.

Portfolio 5: London 2012 Legacy and Support

- Develop Hoof Ride London as a substantial 2012 legacy.
- Develop the Schools Programme further across the Federation to provide regular opportunities to schoolchildren to ride at local centres.
- Enhance and develop the London Horse Network of stakeholders.
- Establish 2012 inspired riding centres and related facilities as a material legacy.
- Target facilities and participation opportunities to support those regarded to be in "hard to reach" categories such as ethnic minorities.
- Develop the "Festival of the Horse" in London.
- Identify and develop links with additional sources of funding and support.
- Develop infrastructure to ensure legacy objectives are implemented.
- Promote and communicate all aspects of the London legacy project.

- Develop the Hoof website as a London portal.

Portfolio 6: Public Affairs and Communications

- Work towards recognition that the Member Bodies are leaders in their areas of specialisation and that the Federation is the leader of the UK equestrian world (ex racing and polo).
- Promote a successful Olympic/World Class Programme and the benefits of lottery and public finding.
- Broaden the Federation's appeal to the wider horse riding public in order to create a more unified UK equestrian industry.
- Stimulate a sense of public excitement and involvement in the equestrian events at the Olympic Games in 2012, thereby creating a sustainable legacy of increased participation in equestrian sport.
- Coordinate Member Body communications programmes for multidiscipline international events.
- Support the Federation objectives by conducting effective communications programmes.

Portfolio 7: Marketing

- Investigate and implement ways to generate revenue for the Federation.
- Review and develop the online presence of the Federation, developing the website in conjunction with all portfolios as a hub for equestrian activity.
- Review and progress the marketing group bringing coordination and potential cost saving benefits where relevant.
- Encourage more people to engage with the Federation at all levels.
- Guide and support the marketing needs of all Federation portfolios.

Portfolio 8: Commercial

- Support Sports Development to assess the viability of and develop as appropriate the National Equestrian Institute and HQs for the Member Bodies as required.
- Work with Marketing to establish sources of sustainable funding for the Federation.
- Optimise the resources of the Federation through effective cost/benefit analysis of all Member Bodies and cost savings.
- Modernise the Federation's governance where necessary.
- Assist Member Bodies where required to review and adjust their governance structure to comply with legislation, best practice and Sports Council assurance processes.
- Administer FEI NGB processes effectively to support Member Body FEI activity.
- Improve access to reliable industry information.

Portfolio 1: Sports Development

Strategic Initiative	Objective	Serial number	Action	2013 target (KPI)	Resources	Comment
2 & 9	Develop and promote a set of agreed policies, to include coaching, facilities, child and vulnerable adults protection, the “workforce”, welfare and equity	1.1	Promotion and coordination of action. Develop and implement policies.	Advanced Child Protection Standards met. Intermediate Equality Standards met	HoSD, MB lead welfare officers. Sports Council support	
2	Develop and deliver the UK Coaching Framework for equestrian sport and leisure in partnership with sports coach UK and others	1.2	Link development of a long term participant model to the development of long term coach model and embed Align coaching with LTAD to create an integrated LTCD model	Facilitate the identification of corporate, coaching, and facility implications of LTAD planning in MBs	HoSD and CDAT	
2	Develop the alignment of the BEF unified Coaching Strategy with the UK Coaching Framework and Delivery Plan to develop and embed in partnership the Long Term Coaching model and pathway and Long Term Participant model linked to Long Term Athlete Development Strategy both generically and discipline specific.	1.3	Align BEF Coaching Strategy with the emerging UK Coaching Framework. Finalise and agree LTPD and Long Term Coach Model (“LTCM”).	Re-print generic discipline-specific LTAD frameworks	HoSD and CDAT	Linked to Equine Development and the LTED
2	Increase the number of qualified performance coaches	1.4	Develop and implement LTCD pathway [to give quality coaching interventions seamlessly along	LTCD pathway in place	CDAT, Level 4 Pilot Group	

			the athlete pathway to encourage excellence]			
2	Retain BEF coaching trailblazer status and achieve outcomes against the UK Coaching Framework	1.5	Engage MBs effectively at national level to deliver and monitor UKCC ensuring continued endorsement Design 4 levels of UKCC qualification Support MBs with implementation and roll out of UKCC Develop and support MBs with implementation of mentoring programme Establish CPD programme Contribute to CPD within WC programmes Coaching Framework design and implementation	5,679 coaches with UKCC-accreditation delivering successfully	HoSD, CDAT	
2 & 9	Work with Participation to develop cross federation mechanisms to ensure effective delivery of participation goals	1.6	Coordinate the work of the Federation at National and regional level Work with MBs to develop Federation wide information reporting of participants, coaches, volunteers, officials clubs and facilities Work with BETA to enhance current industry survey	Federation wide reporting systems	HoSD and HoRD	
2 & 8	Explore the viability of and develop if appropriate a central National Equestrian Institute as the "Home of British Equestrianism" linked to all centres of excellence throughout Great Britain to promote equestrian	1.7	Receive and consider Feasibility Study. If appropriate work with Commercial Portfolio and MBs to identify required facilities and operational requirements	NEI feasibility study complete If appropriate NEI under development Implementation plan in place	Consultant (funded by Sport England)	

	activity and excellence nationwide, including provision for national elite training.		Consultation with MBs, BEF Board and Execs to define the concept. Identify and consult with potential partners. Establish working party. Draw up implementation plan			
2 & 8	Continue the implementation of the BEF Facilities Strategy.	1.8	Review the Strategy. Prioritise development and implementation.	Linked to 1.7 above	Facilities Steering Group	
7 & 8	Work in conjunction with Marketing to develop a website portal as a hub for facilities information	1.9	Identify and compile information and support to be provided and establish facilities pages on BEF website.	Facilities web pages in place and being updated .	Facilities Steering Group	
2 & 8	Increase and promote provision of facilities for non-Olympic disciplines,	1.10	Encourage facilities to provide for non-Olympic disciplines and support the establishment of new environments particularly through the NEI.	New non-Olympic environments established as appropriate	HoSD, Facilities Steering Group	
2 & 9	Support the MBs in the constant promotion of improved standards in safety for horse and rider	1.11	Continued support across the Federation as appropriate	Support provided over plan period	HoSD and MB officer s	

Portfolio 2: Participation

Strategic Initiative	Objective	Serial number	Action	2013 target (KPI)	Resources	Comment
2	Increase participation in equestrian sport and recreation implementing Sport England targets.	2.1	Work via the Participation Steering Group to implement agreed actions as per plan and commissioned actions Identify and attract new members	43,413 new adult participants 1 x 30 mins per week 10,852 new participants each year 2170 16+ from hard to reach groups 5% increase in satisfaction levels and 5% increased retention in the sport post 16	HoRD, MBs, RDCs	
2 & 9	Continue to develop a regional structure so that it supports the work of the Federation to include an audit and analysis of the Federations' needs at regional level	2.2	Work with MBs to develop a Federation presence at regional level. Promote a coordinated approach to the development equestrianism.	Regional networks established and functioning	HoRD, MBs, RDCs	
2 & 9	Increase provision of volunteer support to sustain and underpin participant growth	2.3	Recruit and train volunteers Develop framework tools (volunteer management handbook) Deliver training for providers Establish registered volunteers programme Provide volunteer support and CPD Recruit, retain, recognise and reward	1% annual increase in volunteers aged 19 and over 2000 PESSYP volunteers 11 – 19 in the sport each year	HoRD, Volunteer co-ordinator, MBs, Volunteering Steering Group	
2 & 9	Continue to implement the Club accreditation scheme and encourage development to Clubmark	2.4	Promote benefits of accreditation Identify potential centres Support Clubmark accreditation	656 clubs existing or new accredited to Clubmark	HoRD, MBs, RDCs	
2 & 9	Support development of club commercial viability throughout the	2.5	Work with the MBs, through the Participation Steering Group to	Measurable increase in club commercial viability	HoRD, Participation	

	Federation as defined in the BHIC Strategy for the Horse Industry in England and Wales		support the BHIC Strategy		Steering Group, MBs	
2 & 9	Support the continued implementation of the BHIC strategy; monitor, evaluate and report on annual progress	2.6	Coordinate through the Participation Steering Group Report outcomes annually and prepare case studies	Outcomes and case studies produced each year of plan period	HoRD, Participation Steering Group, MBs	
1 & 2	Develop opportunities and nurture talent throughout the Federation , linking to equestrian high performance network in Sport England regions	2.7	Identify talent in regions and support them in excelling MB by MB. Establish regional talent identification programme.	LTPD pathway in place Regional talent pools identified 216 athletes 100 participants underpinning Olympic Discipline Competitive programmes at National Level		
2 & 9	Develop strategies throughout the Federation to Increase participation in 16 years and under age range	2.8	PE, School Sport and Young People programmes and through Sport Unlimited. Try riding campaign Improve links with education establishments Develop education based projects Link with FE & HE for qualifications, coaching to enhance pathways. Support research opportunities to enhance knowledge and establish best practice. Work with the YST to promote Equestrianism in schools	9,000 more young people involved per year through PESSYP 2000 young people from hard to reach groups	HoRD, MBs, RDCs,RCs	
2 & 5	Increase accessibility and availability of right quality horses to sustain	2.9	Link with Equine Development and	Measurable improvement in sports satisfaction	RDCs & RCs	

	participation		Regional Foundation Squads			
2 & 4	Implement aspects of Olympic 2012 legacy based on the Hoof project in association with Sports Development and London 2012 Legacy and Support	2.10	Link with Sports Development and London 2012 Legacy and Support as appropriate	Hoof programmes in place and hitting Hoof targets	HoRD, RDCs	

Portfolio 3: Equine Development

Strategic Initiative	Objective	Serial Number	Action	2013 target (KPI)	Resources	Comment
1 & 5	More British bred horses on the podium and in the results at national and international level	3.1	Using NED, BEF research, Team GBR results, Futurity results, PSHP Lead Body and other data sources to map and demonstrate increase	Consideration of the top British bred horses for the World Class Equine Pathway. To run the premier recognised evaluation programme for young horses. Demonstrably more British bred horses in the results than in the previous period.	HoED and Assistant	Links with Portfolios 4 & 6
5 & 6	Promote the achievements of British bred horses and ponies (more prominent results)	3.2	Use the above to form the basis of a comprehensive and proactive media strategy highlighting British bred successes	Media strategy and promotional activity schedule implemented and demonstrating greater awareness amongst equestrian public measurable by survey	HoED and Assistant, HoMC & External PR	Links with Portfolios 4 & 6
1 & 5	Increase participation in the assessment initiatives for young horses and ponies	3.3	Use the above to stimulate demand and participation Increase quantity of evaluation venues Make evaluation process more rigorous whilst retaining accessibility and approachability of the programme	Min 900 regular participating equines by 2013 (currently 550). Ability to publish the percentage of the breeding market this represents.	HoED and Assistant	Link with Portfolios 2, 4 and 6
1,2 & 5	Build Long Term Equine Development process (LTED)	3.4	Use research driven data exchange process and NED to inform all processes Map right horse to riders at	Build, test and launch LTED programme	HoED and Assistant, BEF Research Consultant and PhD Research	Close links with portfolios 1, 2 & 4

			appropriate stages Promote use of NED to maintain equine data		Students	
2 & 5	Support the breeding of horses and ponies of suitable type and temperament to meet safely the needs of a growing base of riders, drivers and vaulters as well as others engaged in equestrianism	3.5	Raise stud standards with the relaunch of BQM or equivalent Develop an equine classification process according to rider, driver and vaulter types and needs Identify and classify equine population required to sustain growing user base and identify where needs exist	Relaunch/rebuild the BEF's stud standards programme Build, test and launch an equine classification to map equine/rider fit	HoED and Assistant	Close links with portfolios 1 & 2
9	Encourage the use of research within all sectors of the industry to help the objectives of the Federation as a whole to be achieved especially through education and information services	3.6	BEF Research Group to have determined and implemented and effective process established for equine sector/academic sector links Consistent increase in usage of BEFRED site	Effective processes established and in use for academic/equine communication and links BEFRED awareness increased, measurable and in regular use by equine industry as well as academic sector	HoED and BEF Research Consultant	
9	Work closely across the Federation to develop, support and promote the welfare of the horse	3.7	Twice yearly meetings involving all MBs who are able to participate	Welfare is premier consideration in all that MBs undertake. Develop and publish welfare information and updates readily available to all members of the equestrian community	HoED	Close links with BHS

Portfolio 4: International Affairs

Strategic Initiative	Objective	Serial Number	Action	2013 target (KPI)	Resources	Comment
1 & 9	Develop elite benefits of WC plans for all sporting MBs	4.1	Assist NODs develop performance development plans and identify funding to support the plans Identify funds from Team GBR income and VIK from WCP. Work with NODs as requested.	Functional and funded plans	Team GBR & WCP VIK	
1 & 9	Fundraise for WEG 2010	4.2	Set up auction site Run fund raising events	Afford to send complete Equestrian Team	PD, HoMC, NODs	Decision point Oct 09
1	Implement World Class Programme	4.3	As per UK Sport plan (appended)	As agreed with UK Sport (Jan 09) 09-13 Plan submitted 21 Nov 08, confirmed Jan 09	PD	21 Nov 08/Jan 09
1	Implement approved WC Performance targets and strategy. Deliver successful Equestrian Olympic and Paralympic Games.	4.4	As per UK Sport plan (appended)	Achieve UK Sport targets set for 2012 and continue to develop WC Programme	PD,PMs	1 October 2012
1	Implement approved WC Development (Start & Potential) strategy	4.5	As per UK Sport plan (appended)	As agreed with UK Sport (% of athletes achieving 6 monthly targets)	PD,DCs	
1	Review Equine Pathway and continue to develop	4.6		Fix KPI based on horses coming in to Performance from the Equine Pathway	PD,PMs	
3	a) Support development of 2009 European Championships for Dressage & Jumping. b) Support Bishop Burton Pony Championships c) Develop and deliver Major	4.7			CEOs,OD	Plan reviewed Jan each year

	Events Plan across all age groups					
3	Develop and submit, subject to validity, a bid to host WEG 2018	4.8		Bid submitted by closing date	CEOs,PD	
1 & 9	Monitor international rules and regs	4.9	Review as required		PD, HoS ,MBs	
1 & 9	Implement human and equine anti-doping rules and develop Federal approach to testing	4.10	Seek to influence UK Sport/NADO and FEI implementation.	Robust rules and procedures in place. Federation wide process for EADMC Jan 2010	HoESSM,PD, HoGL	
1 & 9	Engage with and influence policy at FEI	4.11	Attend GA, GP 2 & relevant meetings		CEO	
1 & 6	Increase International Influence	4.12	See International Influence Strategy (appended)		CEO,MBs	
1 & 9	Improve support for elite owners	4.13	Develop funding support through Equine Pathway and Performance Plan. Confirm funding for Olympic/Paralympic Games		PD , MBs	
1 & 9	Recruit and raise standards of FEI officials through improved communication /support/monitoring	4.14	Monitor Discipline Plans and encourage interaction between Disciplines. See International Influence Strategy		PD,MBs	

Portfolio 5: London 2012 Legacy and Support

Strategic Initiative	Objective	Serial number	Action	2013 Target (KPI)	Resources	Comment
4	Develop Hoof Ride London as a substantial 2012 legacy	5.1	Identify Hoof ambassadors Provide ongoing support Identify and utilise web support Design and implement pr/marketing strategy	Legacy in place	London RDC	
2 & 4	Develop the Schools programme further across the Federation to provide regular opportunities to school children to ride at local centres	5.2	Obtain/develop backing from partners Launch to media with support from mayor's office and any available Hoof ambassadors	Programme flourishing	London RDC	
2 & 4	Enhance and develop London Horse Network of stakeholders	5.3	Work with existing Network	Operating in a sustainable manner	London RDC	
2 & 4	Establish 2012 inspired riding centres and related facilities as a material legacy	5.4	Assist development/approval of Borough of Greenwich /Stratford facilities Target areas where demand high but availability/accessibility poor	2 new equestrian centres in place	London RDC	
2, 4 & 8	Target facilities and participation opportunities those regarded to be in "hard to reach" categories such as ethnic minorities	5.5	Work in conjunction with Ebony Riding Club	Defined by LOCOG/Mayor of London as a leading sporting legacy	London RDC	
2 & 4	Develop the "Festival of the Horse " in London	5.6	Review the completed feasibility study, consult with appropriate London boroughs/authorities and Racing and develop an implementation plan	Established and sustainable	London RDC	
2 & 4	Identify and develop links with additional sources of funding and support	5.7	Identify and work with MBs, local, regional and national government, business and	Funding secured	London RDC	

			charitable organisations			
4 & 9	Develop infrastructure to ensure legacy objectives are implemented	5.8	Build, fund and support the team to make it happen	Subject to funding acquired Hoof replicated in one or more additional metropolitan areas	London RDC	
4 & 6	Promote and communicate all aspects of the London legacy project	5.9	Fund and support the Hoof pr team and maximise the value of the Hoof in town website	Achieved	London RDC	
4 & 7	Develop the Hoof website as a London portal	5.10	Fund the website development team	Achieved	London RDC	

Portfolio 6: Public Affairs and Communications

Strategic initiative	Objective	Serial number	Action	2013 target (KPI)	Resources	Comment
6 & 9	Work towards recognition that the MBs are leaders in their areas of specialisation and that the Federation is the leader of the UK equestrian world (ex racing and polo).	6.1	Identify, promote and support key spokespeople in specific areas; develop website and media plans to better explain the role of the Federation. Identify key audiences and tailor communication programmes to them; celebrate success of the Federation; Enhance internal communications.	Key audiences will consult the Federation on matters affecting the equestrian industry; positive press coverage will be achieved about the Federation	HoMC, MBs, Supported by retained PR agency	
1 & 6	Promote a successful Olympic/World Class Programme and the benefits of lottery and public finding.	6.2	Work closely with World Class and the Olympic MBs to promote the aims and ambitions of the World Class programme; celebrate and highlight the impact of public funding.; celebrate success	Increased press coverage	HoMC, PD, Olympic MBs	
6 & 7	Broaden the Federation's appeal to the wider horse riding public in order to create a more unified UK equestrian industry.	6.3	Develop communications programmes which will encourage more people to engage with the Federation	More people interacting with and aware of the federation	HoMC, MBs	
4 & 6	Stimulate a sense of public excitement and involvement in the equestrian events at the Olympic Games in 2012, thereby creating a sustainable legacy of increased participation in equestrian sport.	6.4	Support the London 2012 portfolio through effective management and communication of the Hoof project Conduct a communications	Successful communication of all aspects of the Hoof project. Decreased negative press	HoMC, London RDC plus LOCOGs press office	

			programme to support positive perceptions of Greenwich as the Equestrian venue	coverage about the venue and increased positive coverage.		
6 & 9	Coordinate Member Body communications programmes for multidiscipline international events	6.5	Support all multidiscipline and championship events with proactive BEF-led campaigns.	Successful joint communications plans achieved.	HoMC, MBs	
6 & 9	Support the Federation objectives by conducting effective communications programmes		Run communications programmes which support the work of the BEF portfolios.	Measureable support	HoMC	

Portfolio 7: Marketing

Strategic Initiative	Objective	Serial number	Action	2013 target (KPI)	Resources	Comment
9 & 10	Investigate and implement ways to generate revenue for the Federation	7.1	<p>Develop retail sites for branded Team GBR products</p> <p>License relevant retailers to sell Team GBR branded products with a royalty being received</p> <p>Continue to work with projects such as Impulsion magazine and Team GBR Ontrack to utilise any revenue generating opportunities</p> <p>Continue investigate all opportunities to generate revenue</p>	<p>For your horse initial development completed Spring 09 Other products added as relevant</p> <p>More products on board</p> <p>Linked to objective "encourage more people to engage with the Federation."</p> <p>Ongoing</p>	HoMC, Marketing Group	
6 & 7	Review and develop the online presence of the Federation developing the website in conjunction with all portfolios as a hub for equestrian activity	7.2	<p>Continue to develop the BEF website in conjunction with all portfolios</p> <p>Continue to develop the Team GBR website as a tool to support Team GBR Ontrack and all Team GBR supporters and sponsors.</p> <p>Support and advise all BEF online projects and ensure a cohesive presence is achieved</p>	<p>Increased web traffic to all areas of site.</p> <p>Increased web traffic</p> <p>Coherent online presence for all BEF projects achieved.</p>	HoMC, Marketing Group	

			Investigate ways to bring together the entire online presence of the equestrian industry in a way that will make it easier for the community (existing and potential) to interact with us as a whole.	Relevant concept developed if appropriate		
9	Review and progress the Marketing Group bringing coordination and potential cost saving benefits where relevant	7.3	Hold regular meetings	Regular meetings held	HoMC, Marketing Group	
6 & 9	Encourage more people to engage with the Federation at all levels	7.4	Develop Team GBR Ontrack to supply the Federation with a mass market database of people we can interact Utilise the BEF online magazine - Impulsion – to interact with new audiences Work with TV channels of all types to encourage increased coverage of all equestrian activities.	Ontrack launched 250,000 names by 2012. 4 issues a year of magazine produced Increased TV coverage	External resource, HoMC, Marketing Group	
6 & 9	Guide and support the marketing needs of all Federation portfolios	7.5	Support marketing needs of all portfolios	Dependent on portfolio individual objectives and KPIs	HoMC Plus extra resource	

Portfolio 8: Commercial

Strategic Initiative	Objective	Serial Number	Action	2013 target (KPI)	Resources	Comment
8	Support Sports Development to assess the viability of and develop as appropriate the National Equestrian Institute and HQs for the MBs as required	8.1	Assess feasibility Obtain funding Identify location Commercial arrangements Logistics	NEI feasibility study completed and acted upon as appropriate	HoF	
9 & 10	Work with Marketing to establish sources of sustainable funding for the Federation	8.2	Identify and oversee the Commercial aspects of developing opportunities to increase revenue for the Federation.	Measurable increase in income stream	HoF, HoMC	.
9 & 10	Optimise the resources of the Federation through effective cost/benefit analysis of all MBs and cost savings.	8.3	Work with cost benefit working group In context of NEI work with CBWG on shared service provision areas eg payroll, post room, joint commissioning etc.	Measurable savings	HoF, CBWG	Cost savings will be hard to quantify accurately as they will accrue gradually over time within MBs.
9	Modernise the Federation's governance where necessary	8.4	Annually review Governance structure. Seek views of funding bodies, MBs, and directors on an annual basis regarding the effectiveness of Governance. Implement improvements where required.	Identified governance improvements made	HoGL, MBs	
9	Assist MBs where required to review and adjust governance structure to comply with legislation, best practice and Sports Council assurance processes	8.5	Assist MBs where required	Meet requirements of MBs to review and improve	HoGL, MBs	
9	Administer FEI NGB processes effectively to support MB FEI activity	8.6	Undertake review of current processes and systems to identify improvements and implement as and where necessary	Review, complete and adjust as necessary	HoS, HoGL, MBs	
9	Improved access to reliable industry information	8.7	Continuous emphasis on collection of industry wide information	Information available to meet agreed needs.	Across all portfolios	