



**Funding Application to Sport England to support the  
British Equestrian Federation  
Club, Coach and Participant Development Plan  
2007-2016**

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## Part A: Introduction

### 1. Purpose of this application

The purpose of this application is to:

- Introduce the British Equestrian Federation (BEF) and update the reader on the current BEF position
- Outline concisely our aims, objectives and plans for **Club, Coach and Participant Development 2007-2016**, and
- Specify the support required from Sport England, both nationally and regionally, in order to enable a **significant acceleration and sustainability in our plans** for the development of equestrian sport across the England Regions.

***Nb. throughout much of this document the broader term of 'development environment' is used in place of 'club' as this is considered more appropriate for equestrian sport due to a number of the disciplines not adhering to what is generally regarded as a traditional club based structure.***

### 2. Background to the British Equestrian Federation – what it is

The British Equestrian Federation is the NGB for equestrian sport and recreation in Britain. The Federation brings together and represents 16 independent bodies:

- the Olympic disciplines of Eventing, Show Jumping and Dressage, and the Paralympic discipline of Dressage
- the internationally-recognized sporting disciplines of Vaulting, Reining, Endurance, Horse Driving Trials, plus Horseball, Polocrosse and Mounted Games
- Three major charities - The Pony Club, British Horse Society (which includes the British Riding Clubs) and Riding for the Disabled Association
- the Association of British Riding Schools
- The Scottish Equestrian Association (which in turn has many independent member bodies)
- The British Equestrian Trade Association (BETA)

nb. Neither the horse racing industry nor hunting is part of the BEF, though the BEF works with Racing to seek to provide leadership for the entire industry; BEF and Racing ensure this co-ordination happens through the formally-established British Horse Industry Confederation.

The role of the BEF is to co-ordinate the major policy interests of its Member Bodies and to help equestrianism to fulfill its full potential as a sport, as a valuable active recreation activity and as a major contributor to our nation's sporting, environmental, economic and cultural life.

The scale of the Federation and the industry surprises some people:

- The Federation has an overall membership of 220,000
- Britain has an overall riding population (ridden in the 12 months to January 2006) of 4.3 million (BETA National Equestrian Survey 2005/6)
- The Sport England Active People Survey (November 2006) reports 401,000 people over 16 years riding in the last four weeks in England
- The BETA National Equestrian Survey 2005/6 reports 31% children's participation which brings the 401,000 England participation figure up to 581,000 including children
- The BETA National Equestrian Survey 2005/6 reports 2.1 million regular (once a month or more frequently) riders across Britain, up from 1.4 million in 1999

It is a *UK Sport* Priority sport and our Olympic (and especially Paralympic) medal performance is historically very strong.

Additionally, the BEF is regarded by national sports agencies as perhaps the most complex and diverse NGB of all, having the following features:

- Britain-wide, not a home country sport
- Unique in that equestrianism uses a live animal as an integral part of participating
- Has 10 separate disciplines, all of which are independently governed
- Has six other major independent organisations in membership, many of them Charities

- Inevitably has costs and other challenges associated with the provision and care of the equine (horse/pony)
- Is an 'industry' with an economic aspect, as well as providing in excess of 2.3 million volunteer days per annum nationally (providing £8.76M per annum per region average at the National Minimum wage of £5.35 per hour)
- Often represents more than a passion – it can become a 'total lifestyle immersion' for those who keep or love horses, and many people sacrifice money and careers to be around horses
- Can provide a living for coaches and providers, though many live hand-to-mouth as they fund their labour of love
- Women and girls participation rates are extremely high compared to most mixed sports, and women and girls compete equally with men – which is rare among sports
- Equestrian activity not only has a very large participant base, but is an important and popular part of our overall national life
- Equestrian activity is important to farming diversification, the rural economy, tourism and environmental sustainability
- 175,000 former riders express an interest in starting again, subject to the sole barrier of 'nowhere nearby to go horse-riding' (lack of facilities) (BETA National Equestrian Survey 2005/6).

### ***Rider Welfare, Diversity and Equality***

The BEF has a Child Protection and Vulnerable Adults Policy in place and is actively working towards child protection and equality standards. Women are well represented across the disciplines with 75% of all riders estimated to be female (BETA National Equestrian Survey 2005/06). The BEF seeks to increase the number of male participants through promoting opportunities to take up specific disciplines and generally encouraging membership of the Pony Club Centres in both urban and rural environments.

Additionally:

- The value to all sections of the community of *equine-assisted learning* are well known, and are especially important for key target groups regarding social inclusion
- The Riding for the Disabled Association, only one of our 16 Members, is a large and important part of the sports equality landscape – it alone has 23,000 disabled members, 18,000 volunteers and (across England) over 400 Centres
- Riding is known traditionally as a rural activity, leading to low black and ethnic participation rates. We are actively addressing this by linking inner city primary and secondary schools to their nearest riding school to provide access to riding and would seek to extend this work through this application. 50% of frequent riders now come from urban homes (BETA National Equestrian Survey 2005/6)
- The sport can suffer from an 'elitist' tag which largely masks the true nature of the participant base (29% of riders are from socio-economic group C1 and 36% are from C2DE - BETA National Equestrian Survey 2005/6)

### 3. The historical challenge and recent developments

The historical challenge for the BEF has been the fragmentation of the industry, leading to a lack of co-ordination in delivery and as a result, much potential untapped. The historical links with the world of sports development have also been limited; the industry sometimes viewing itself as 'different' to mainstream sport. The Member Bodies have been addressing these issues progressively through their membership of the BEF.

Since 2003 the British Equestrian Federation (BEF) has undergone a successful modernization programme. As a result it has experienced an improvement in its strategic direction, developed a greater coherence, has developed stronger partnerships and demonstrated a greater level of credibility with the national sports agencies, and has experienced significant growth. As a result, the BEF is now well-placed to become a much stronger player and partner in the Sports Development/'Active Nation' community, particularly through the delivery system; thereby fulfilling its true potential as a leading NGB.

The BEF's relationships and interactions with the national sports councils, institutes and **sports coach UK** have strengthened considerably in the last few years and our national funding has been progressively increasing from a low historical base.

Earlier in 2006, the Federation published its first Federation-wide **Long-Term Athlete Development Framework**, drawing together into one plan its 16 independent bodies and 10 recognized equestrian disciplines, and drawing on the BEF Coaching Development Strategy (2004) and related BEF Participation and Facility strategies (2005 and 2006).

The success of this application is a key element in the planned strategic regional future of equestrianism (ref. BEF Strategic Plan 2005-9).

### 4. Our current position (the challenge and where Sport England can help)

Equestrianism is a large sport with a significant potential in delivering key objectives for Sport England. However the BEF has been unable to fund a professional England regional/county network to date (the BEF Whole Sport Plan, known as the BEF Strategic Plan 2005-9 seeks Sport England support to do so). This has made it difficult for us to interface with, and serve, the English Regions as well as we would like, since we do so from a very limited human resource at our national head office in Stoneleigh, Warwickshire. If successful, this application begins to address this situation.

The current challenge for the BEF is:

- To become recognised by Sport England as a full player in the regional/county/local Sports Development community contributing towards the aims and objectives of Sport England through the delivery system – thereby adding value to the nation's sporting, active, environmental, economic & tourism, and cultural life
- To continue the de-fragmentation of the industry, leading to a more streamlined and effective delivery system across England and the Home Countries.

## Part B: Our Partnership Plans

### 5. Aims, Objectives and Desired Outcomes - the *BEF Club, Coach and Participant Development* plan

The aim of the *BEF Club, Coach and Participant Development* plan is to drive up **long-term participation and membership...**

- ...for a **more diverse audience** than ever before...
- ...achieved through providing **more and better 'development environments'** with **high-quality coaching...**
- ...that provide **genuine high-quality and progressive LTAD experiences from early introduction to lifelong retention...**
- ...that are **linked together within and across Regions** to ensure that **LTAD routes and pathways are improved and effective.**

The BEF recognizes the contribution that it can make in respect to:

- **Sport England PSA 1:** to enhance take-up of sporting opportunities by 5-16 yr olds...for a...minimum of 2 hours per week on high-quality...school sport...beyond the curriculum
- **Sport England PSA 3:** To increase the take-up of cultural and sporting opportunities by 16 yr olds and above from priority groups by 2008
- **'250 High Quality Coaches'** – we shall contribute nine (one full time per region), plus two more part-time peripatetic discipline-specific high quality coaches per region within BEF 'high quality environments'
- **'500 High Quality Development Environments'** – we shall deliver 27 (three per Region).

We shall deliver:

- High Quality Coaches:
  - One full-time per region, with a plan for sustainability after three years, plus
  - Two part-time discipline-specific High Quality Coaches per region
  - Additional part-time discipline-specific High Quality Coaches specifically for Development Environment 5 (**see below**)
- 45 (5 per region) High Quality Developments Environments (**note change post regional engagement**), one each of:
  - One per region as a city school/club linked environment at LTAD Stage 1 (**Development Environment 1**)
  - One per region as a Pony Club Centre environment at LTAD Stage 1 (**Development Environment 2**)
  - One per region providing access to non-Olympic disciplines at LTAD Stage 1 (**Development Environment 3**)
  - One per region as a network of clubs providing high quality coaching support to disabled riders at LTAD Stage 1 and 2 (**Development Environment 4**)
  - One per region as a virtual/physical network for our Olympic and Paralympic sports at BEF LTAD Stage 2 (**Development Environment 5**)

**Nb. All facilities that constitute Development Environments will be BEF accredited. The BEF is currently piloting the integration of Clubmark in to its existing accreditation framework.**

## **6. Our Vision for Club, Coach and Participant Development in partnership with the English Regions**

### **Vision for Equestrian club, coach and participant development**

Our vision is to remove gaps in our current LTAD system caused by fragmentation, a lack of co-ordination, and a lack of a unified coaching structure (now addressed by UKCC) - and therefore to create a streamlined LTAD pathway for all participants, with a particular emphasis on equality of access.

BEF LTAD Stage 1 is about the journey from non-participant, through introduction and retention, to the development of full FUNdamentals of riding, with a life-long love of riding embedded in the athlete. Our Olympic disciplines are relatively well-catered for in LTAD Stage 1 (given that we need to diversify our participant base); our non-Olympic disciplines are not so accessible to LTAD Stage 1 participants due to the underdevelopment of quality coaching coverage of these sports and a lack of sufficient high quality development environments.

BEF LTAD Stage 2 is about developing a truly competent life-long rider, and assisting those who wish to compete for fun (and more aspirationally) to become sound life-long competitors, a few of which will progress to LTAD Stage 3 and associated national development environments. At LTAD Stage 2 we need to assist more participants emerging from LTAD Stage 1 to access a coherent network of opportunities and modern coaching techniques/principles in our Olympic disciplines.

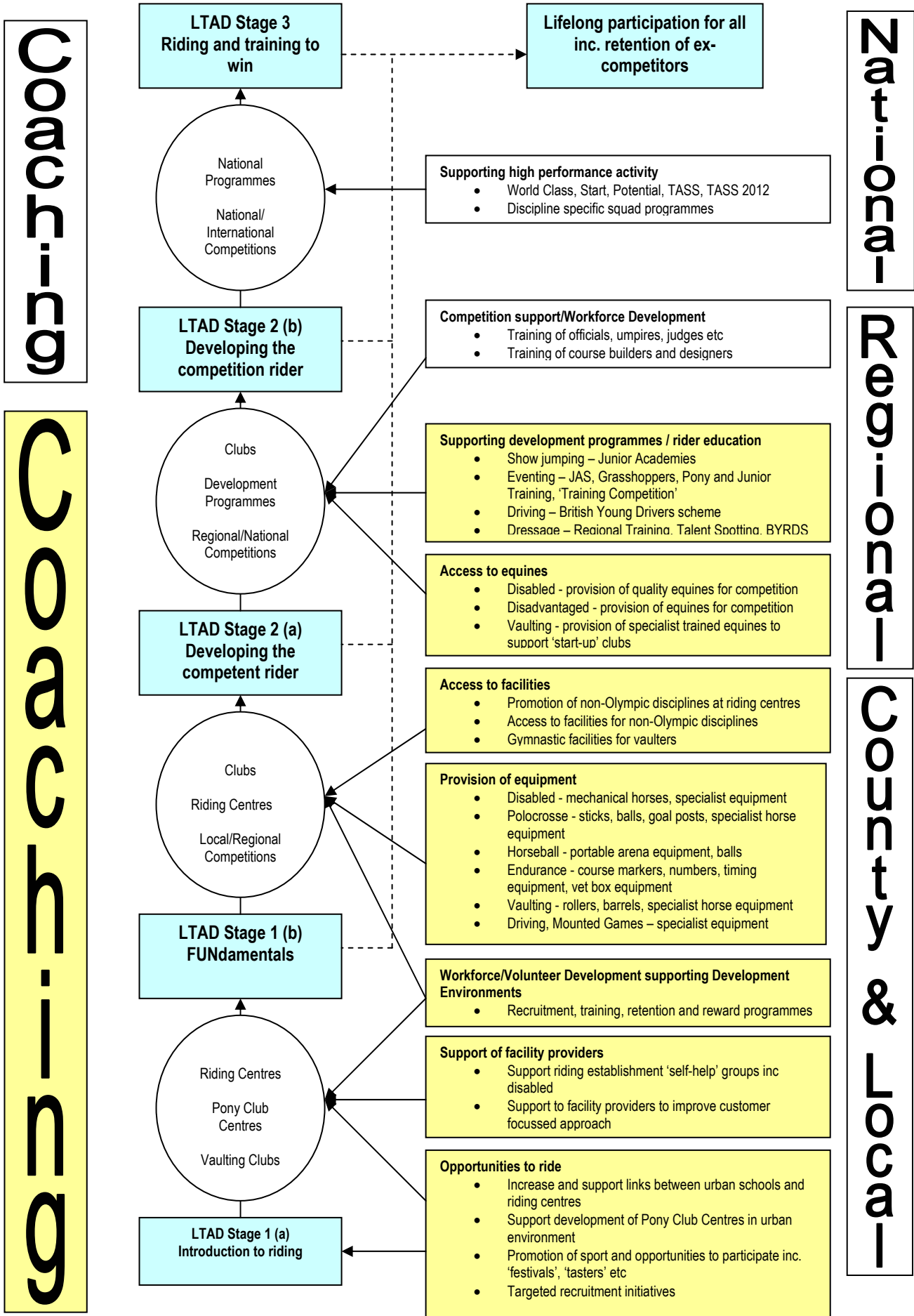
Our vision therefore involves the creation in each region of:

- a streamlined pathway for athletes through both parts of BEF LTAD Stage 1 through developing two sub-regional virtual/physical networks for establishing sound riding FUNdamentals, plus access to our non-Olympic sports (with a focus on urban environments where possible to improve equality of access)
- a streamlined pathway for athletes through both parts of BEF LTAD Stage 2 through developing one regional virtual/physical network for access to our Olympic and Paralympic sports

Figure 1 below (also see BEF LTAD Framework 2006 – available from the BEF and online at [www.bef.co.uk](http://www.bef.co.uk)) demonstrates the equestrian sport LTAD pathway. The yellow highlighted boxes represent interventions that the BEF seeks to support through this application for funding.

***Nb. The BEF LTAD Framework, in conjunction with Sport England and other partners, has been completed and acts as a detailed reference to underpin the proposed activities arising from this application. Each discipline is now engaged in producing its own discipline specific version of this document to further inform activity across the Federation as a whole. It is anticipated that these will be published in May 2007.***

Figure 1: Overview of the BEF Equestrian LTAD pathway



## Definitions of 'Participant', 'High Quality Coach', and 'Development Environment' in Equestrian

For the purpose of this application the BEF defines the Sport England terms:

- Participant
- Development Environment, and
- High Quality Coach,

as follows:

### Participant

A person who:

- rides, drives or vaults or someone who can be identified, attracted and recruited into equestrianism
- can be encouraged to maintain participation in the long-term
- is willing to make good and regular use of a *development environment* and *high quality coach* where this can be provided
- is able to access an annual plan that is based on LTAD Stage 1 or Stage 2 (FUNdamentals, Learning to Train and Training to Train) in partnership with a *high quality coach*

### High Quality Coach

A person who:

- is committed to the development of the *participant*
- holds (or is recognised by a BEF Member Body as working towards) a UKCC Equestrian Coaching Qualification at Level 3
- holds the *BEF Certificate in Equestrian LTAD Knowledge* (being devised currently)
- operates within and supports a *development environment*

### Development Environment

A dynamic physical and/or virtual structure that:

- is associated with a particular geographic location or area
- is accessible on a regular, frequent basis to a diverse range of *participants*
- provides all relevant equines (as needed), equipment and support as needed
- provides one or more *high quality coaches* on a regular, frequent basis
- offers the ability for *participants* at BEF LTAD Stage 1 and early Stage 2 to progress significantly in a non-specialised way and in a range of disciplines or skills AND/OR offers the ability for *participants* at the latter end of LTAD Stage 2 to specialise in one discipline, while maintaining a broad education and perspective
- enables *participants* to pursue and achieve a challenging and enjoyable annual periodised plan for development according to the BEF LTAD Framework
- works in partnership with other *development environments* and the BEF as part of the BEF's regional and national structure for *Participant Development*, *National Equestrian Institute* and *World Class/Olympic Development* pathways.

## Part C: Delivery

### 7. National Requirements

In order to deliver the regional priorities and Sport England KPIs on High Quality Coaches and Development Environments, two full-time national posts are required:

- **BEF National Development Manager** - required to manage the Coaches identified and developed through this plan and ensure the success of the Development Environments through providing support and effective co-ordination of resource.
- **BEF National Discipline Specific Adviser** – required to support the National Development Manager specifically ensuring that new opportunities for LTAD progression through discipline-specific development environments are maximised by developing, leveraging and supporting regional networks of discipline specific resource and expertise.

(see attached spreadsheet for financial details – one page)

### 8. Regional delivery template

(also see attached spreadsheet for financial details – one page per region)

#### Development Environment – Regional View

We shall deliver:

- High Quality Coaches:
  - One full-time per region, with a plan for sustainability after three years, plus
  - Two part-time discipline-specific High Quality Coaches per region
  - Additional part-time discipline-specific High Quality Coaches specifically for Development Environment 5 (*see below*)
- 5 per region High Quality Developments Environments (*note change post regional engagement*), one each of:
  - One per region as a city school/club linked environment at LTAD Stage 1 (*Development Environment 1*)
  - One per region as a Pony Club Centre environment at LTAD Stage 1 (*Development Environment 2*)
  - One per region providing access to non-Olympic disciplines at LTAD Stage 1 (*Development Environment 3*)
  - One per region as a network of clubs providing high quality coaching support to disabled riders at LTAD Stage 1 and 2 (*Development Environment 4*)
  - One per region as a virtual/physical network for our Olympic and Paralympic sports at BEF LTAD Stage 2 (*Development Environment 5*)

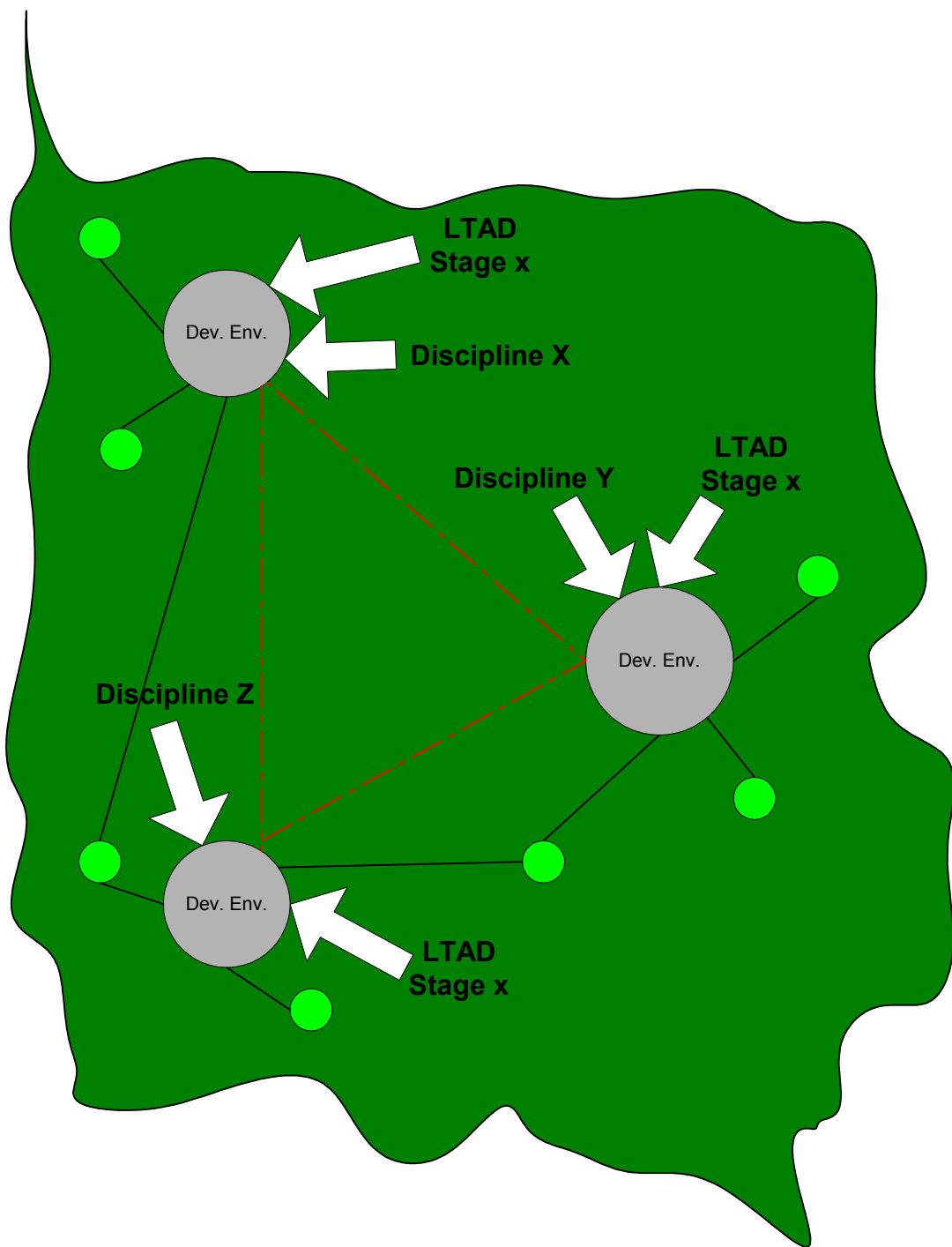
#### Figure 2: Development Environment (Regional Model)

Figure 2 shows an example of a Sport England region. The diagram represents:

- how the Development Environments can be set up
- how the Development Environments can be linked together across LTAD Stages and across disciplines in new ways
- how LTAD Stage 2 Development Environments can be fed by existing provision/facilities
- how LTAD Stage 1 Development Environments can act as feeders to specialist satellite centres

***Nb. With between 13 and 85 facilities/places per region already focusing on disabled participants, their inclusion will be assured, with the aim of life-long participation being the key focus. Through this application the BEF seeks to establish environments that would better support disabled participants with specific needs and enable more participants to progress from LTAD Stage 1 to LTAD Stage 2 through provision of specialist equipment, access to appropriate equines, and pre-competition support, training and guidance.***

# Development Environment (Regional Model)

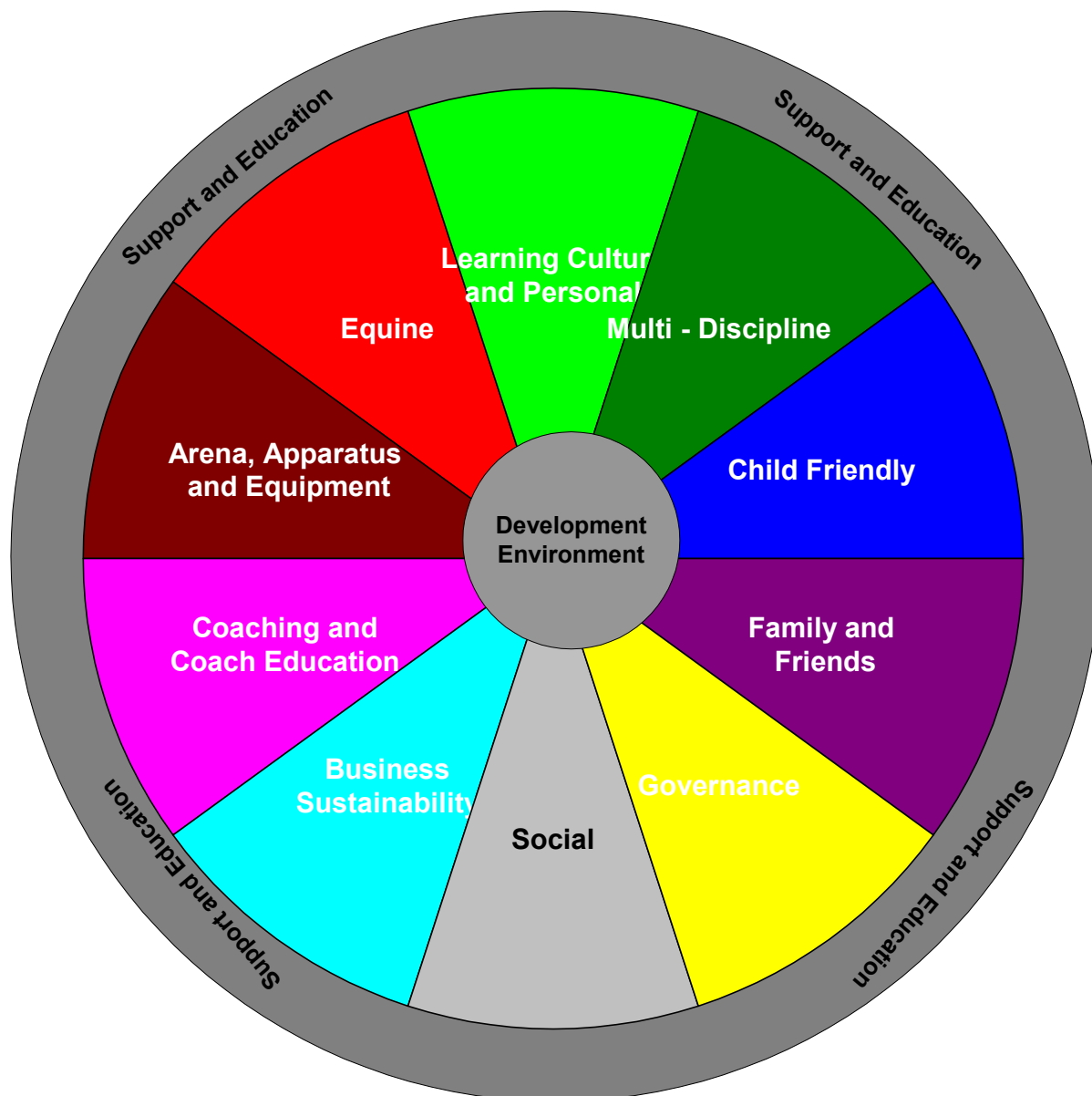


### Development Environments – local view

Our vision is that physical environments are created locally to serve the (sub-) regional virtual and physical network, and that these environments provide the proper balance of all the factors given in Figure 3 below. These will be delivered by the High Quality Coaches in partnership with local establishments, with the relevant Member Bodies working together to offer partnership resources, advice, support, guidance, additional equipment and expertise.

Figure 3: The Development Environment - Local

## Development Environment - Local



### **The Role of the Regional Lead Coach**

Each region will establish a full-time BEF Regional Lead Coach to drive the delivery of the regional/county/local environments and networks. Working with the National Development Manager, and with support from the Federation's Member Bodies and the BEF Executive, and with local/regional support from Member Body representatives, this Coach will deliver or manage the delivery of:

- Direct coaching in support of the Development Environments
- Coach mentoring and CPD for the discipline-specific Coaches identified for development through this application and a wider network of support coaches to ensure sustainability after April 2010 (see attached financial spreadsheet note l).
- Five Development Environments (one School Linked, one out-of-school, one non-Olympic, one Disabled and one Olympic), establishing high quality discipline-specific Coaches where specialists are required
- Recruitment of participants into the Development Environment network via opportunities to ride (see attached financial spreadsheet note c)
- Access to equines, facilities, equipment and high-quality coaching (see attached financial spreadsheet notes d, e, f, g)
- Periodised development programmes for 'participants', including broader rider and parent education (see attached financial spreadsheet note h)
- Provision of advice regarding competition access and pre-competition training for local enthusiasts (see attached financial spreadsheet note i)
- LTAD pathways in all ten specialised disciplines through cascading national learning with support provided by the BEF Non-Olympic Discipline Adviser(s)

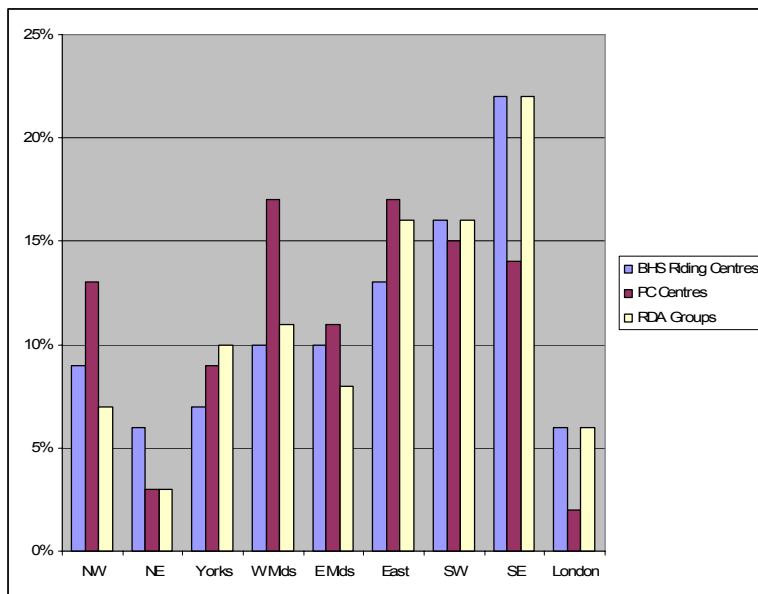
In addition it is anticipated that as a result of developing an in depth understanding of equestrian sport in their region the BEF Regional Lead Coach would be in a strong position to:

- Contribute information to County Sports Partnerships regarding Workforce Development Plans (WDP) to enable support for Capacity-Building and joint BEF/CSP planning
- Support volunteer recruitment, development, retention programmes relating to supporting high quality coaches and development environments (see attached financial spreadsheet note k).
- Provide information to facility providers to ensure child-friendly, social, business-sustainable environments/facilities through for example education and training courses (see attached financial spreadsheet note j)

## 9. Region-by-Region variations – where we can work most effectively by creating Region-by-Region specifics and variations from the Regional template – pages 14 -

**Figure 4: Riding Environments – Regional Comparison showing percentage share across England**

The diagram below relates to information specified within each regional profile regarding current provision of riding environments in that region. The table compares this provision across the regions.



## REGIONAL PROFILE – NORTH WEST

*This page should be considered as supplementary to the main document (pgs 1-12) that should be considered in full*

**Updated (1 Feb 07) following recent engagement with regional Sport England officers**

### NUMBER OF RIDERS

North West – **9% of total riding population in England** (387,000 people)  
Base = 4.3 million people rode in Britain during 2005  
*BETA National Equestrian Survey 2005/06*

### NUMBER OF RIDING ENVIRONMENTS

- North West – **45 British Horse Society Registered Riding Establishments** (9% of British Horse Society Registered Establishments in England)
- North West – **45 Pony Club Centres** (13% of Pony Club Centres in England)
- North West – **29 Riding for the Disabled Groups** (7% of Riding for the Disabled Groups in England)
- Additionally there are **facility and competition networks across the region** providing for a number of the disciplines

Further to our useful and positive ‘cluster meetings’ and individual meetings with Sport England regional officers from 26 January 2007, we are now pleased to present this updated information for your Region, which covers the following:

1. An updated job specification for the Regional Lead Coach
2. A clear articulation of the Coaches and Development Environments (increased to 5 from 2) that we shall deliver through this application
3. Our plans for sustainability
4. An analysis of the potential risks associated with the project
5. Suggested KPI targets relative not only to direct delivery of coaching and the development environments, but also to an indirect impact through coach education/mentoring and developing a wider network of high-quality environments

### 1. ROLE OF THE REGIONAL LEAD COACH

Each region will establish a full-time BEF Regional Lead Coach to drive the delivery of the regional/county/local environments and networks. Working with the National Development Manager, and with support from the Federation’s Member Bodies and the BEF Executive, and with local/regional support from Member Body representatives, this Coach will deliver or manage the delivery of:

- Direct coaching in support of the Development Environments
- Coach mentoring and CPD for the discipline-specific Coaches identified for development through this application and a wider network of support coaches to ensure sustainability after April 2010 (see attached financial spreadsheet note I).
- Five Development Environments (one School Linked, one out-of-school, one non-Olympic, one Disabled and one Olympic), establishing high quality discipline-specific Coaches where specialists are required
- Recruitment of participants into the Development Environment network via opportunities to ride (see attached financial spreadsheet note c)
- Access to equines, facilities, equipment and high-quality coaching (see attached financial spreadsheet notes d, e, f, g)
- Periodised development programmes for ‘participants’, including broader rider and parent education (see attached financial spreadsheet note h)
- Provision of advice regarding competition access and pre-competition training for local enthusiasts (see attached financial spreadsheet note i)
- LTAD pathways in all ten specialised disciplines through cascading national learning with support provided by the BEF Non-Olympic Discipline Adviser(s)

In addition it is anticipated that as a result of developing an in depth understanding of equestrian sport in their region the BEF Regional Lead Coach would be in a strong position to:

- Contribute information to County Sports Partnerships regarding Workforce Development Plans (WDP) to enable support for Capacity-Building and joint BEF/CSP planning

- Support volunteer recruitment, development, retention programmes relating to supporting high quality coaches and development environments (see attached financial spreadsheet note k).
- Provide information to facility providers to ensure child-friendly, social, business-sustainable environments/facilities through for example education and training courses (see attached financial spreadsheet note j)

## **2. WHAT WOULD BE DELIVERED WITH SUPPORT FROM SPORT ENGLAND NORTH WEST**

- One full time Regional Lead Coach who will deliver coaching and support the development of discipline specific coaches within the development environments identified across the region.
- Identification and development of two further discipline-specific high quality Coaches to underpin the environments identified as priorities below
- Identification and development of a range of further coaches to deliver high quality coaching throughout the wider network across the region
- At least one of each of the following types of Development Environment:

### **1. Development Environment 1 (LTAD Stage 1)**

Secondary/primary schools linked to riding schools to provide access to riding and basic horse care learning for children from urban and socially deprived areas. Groups of children would be provided with weekly sessions over the period of a term. This model has been piloted very successfully in Manchester and Liverpool and the BEF would aim to roll out the programme, supported by the Regional lead Coach, should this application prove successful. Evidence from the pilots suggests that participants are engaged and inspired to continue their participation beyond the initial introduction period.

### **2. Development Environment 2 (LTAD Stage 1)**

Pony Club Centres. Traditionally the social and development opportunities offered to children through the Pony Club have been limited primarily to those fortunate enough to own their own horse/pony. Recognising this, the Pony Club Centre scheme has been introduced to provide the benefits of Pony Club membership to children unable to own a horse/pony. Pony Club Centres are based at established riding centres and enable children to benefit from the social environment, progression tests, and competition opportunities offered through the Pony Club structure using horses and ponies owned by the centre. The BEF would further extend this scheme, supported by the Regional Lead Coach, with a particular focus on urban areas, most likely in Liverpool and Manchester, and would seek to create links with the model detailed above where possible and appropriate.

### **3. Development Environment 3 (LTAD Stage 1)**

The non-Olympic Disciplines are generally not well catered for in terms of access to facilities and coaching. Established riding centres will be identified and supported to provide facilities for at least two of the disciplines with coaching delivered by the discipline specific coaches identified and developed as a result of this application. The discipline of Endurance particularly sees the North West as a priority development area.

### **4. Development Environment 4 (LTDAD Stages 1 & 2)**

As previously stated equestrian sport provides a significant level of access to those with disabilities. However their development is often restricted due to limited access to specialist coaches and adequate facilities. The Regional Lead Coach will deliver direct coaching and would support the RDA to identify coaches and deliver training and CPD to develop specialist coaches able to support RDA Groups across the region. In addition to specialist coaching, participants wishing to progress further will be supported through provision of advice and access to facilities.

### **5. Development Environment 5 (LTAD Stage 1)**

The Regional Lead Coach will support the delivery of development programmes that will provide participants from across the Olympic disciplines with access to high quality coaching (delivered by the Regional Lead Coach in part) on a regular basis. The Olympic disciplines are strongly represented in this region and Cheshire could be considered a priority area for this base due to a high level of such participants and related competitions, particularly in show jumping and eventing.

## **3. SUSTAINABILITY**

For the BEF this is not simply an application for funding. It will deliver not only a direct impact on high-quality coaching provision and hence participation, but is part of an overall strategy to deliver long-term sustainable success for participation in the sport. In this respect this application is a lynch-pin in the next stage of development of the sport and the NGB. The Federation has made great strides in the last few years as we work to:

- create a unified body of 16 independent Member Bodies

- seek to further co-ordinate our 10 sporting disciplines
- engage more effectively with our regional, county and local level partners despite some unique challenges in our sport.

As a result of significant progress the BEF now has this *2007-2016 Club, Coach and Participant Development Plan*, and the introduction to this application outlines how Sport England and RSB support, through this application, will provide a **significant acceleration and sustainability** to our plans.

We have a clear vision for how this sustainability will be achieved past March 2010.

1. We have deliberately taken a conservative estimate of our KPIs. We hope to exceed these but do not wish to over-promise where we do not yet have a significant track record of execution through the *delivery system*. We are happy to update our KPIs accordingly after year 1.
2. Equestrian sport has a traditionally high retention rate. For every participant who is introduced in a positive way to equestrian sport, our statistics suggest (*BETA National Equestrian Survey 2005/06*) we achieve a high retention rate (self-determined lifelong participation) across all age groups. Equestrian participants typically come to love what they do with equines as a permanent lifestyle choice (even a lifestyle immersion!) and continue active participation through adulthood, late adulthood, and even into their retirement years. This also translates into volunteer retention figures, as evidenced by the massive voluntary contribution of enthusiasts throughout all disciplines across the country. In addition, we believe we may have a significantly lower drop-out rate in teenage years compared with many other sports, especially for girls and young women. If this application is successful, we intend to monitor and research this aspect to confirm our beliefs and to provide comparative evidence to inform our partner investors for future decision-making.
3. In addition to the main role of direct coaching by the Regional coaches directly employed in this Plan, these coaches will also naturally form a leading part of the emerging UKCC Coach Education network. By providing structured Coach Education, CPD and Mentoring, they (with the support of the National Development Manager, the Discipline-Specific Advisors, and the local Member Body experts and volunteers on the ground) will be embedding long-term sustainability. This will be achieved through educating, and up-skilling the existing network of coaches and volunteers into a higher quality and more coherent action force for decades to come, as we progressively put genuine LTAD pathways in place for each of our 10 disciplines, and integrate cross-discipline principles and good practice (see the BEF LTAD Framework 2006).
4. To embed the above sustainability we shall be enabling and providing sports qualifications of various types, including UKCC, as widely as possible.
5. We intend to generate the income required to fund the Regional Lead Coaches through:
  - the participant contributions we expect to increasingly generate over time (33%)
  - direct Member Body investment from their membership subscriptions and other sources (33%)
  - the BEF Strategic Plan 2009-14, including an element of Whole Sport Plan investment (33%)

#### 4. RISKS

Sport England North West may regard the fact that specific locations are yet to be identified as a risk within this application. The BEF can indeed identify the locations of the **total population** of existing 'environments' (for example there are 119 'clubs' in the North West Region as detailed above).

However, equestrian sport and recreation does not fit the traditional model of an NGB 'Club' structure. What the sport requires, delivered through this Plan, is to develop **prioritised parts of the existing network** which, once connected and synergised, create a new set of genuine high-quality *BEF Development Environments*. For instance see Figures 2 and 3, the *Development Environment (Regional)* and *Development Environment (Local)*, where we use **some parts of some existing** 'clubs' or establishments together to form one of our five types of Development Environment, subject to certain prioritisation criteria.

It is well documented that the BEF has been trying for some time, as part of its Whole Sport/One-Stop Plan, to resource a network of BEF Development Officers to provide a regional and county interface with our partners, where currently we only have an effective national interface. The synergy of identified priority aspects of the existing network into regionalised and localised Development Environments requires firstly a local audit and evaluation, and secondly some local networking effort, that is currently beyond the immediate resource ability of the national office of the NGB.

This problem is solved as the Regional Lead Coach and Discipline-Specific Coaches work with the new National Development Officer, National Discipline-Specific Advisors, National Head of Sports Development, and local Member Body representatives to finalise this prioritisation of specific locations into identified BEF Development Environments.

Therefore, with respect to the unique nature of a high-quality Development Environment in the sport and in our Plan, we request that our Plan is accepted even though specific locations are not yet defined. To have to identify

these locations before a sound local prioritisation can be effectively conducted would be to miss the real potential of this Plan over the next three years and beyond.

The wider issue of a current lack of Regional/County Development Officers to interface and connect with the regional delivery systems is being pursued continuously as an NGB priority, through One-Stop Plans, CIF, Building Capacity and Workforce Development Planning, as well as through internal channels.

## **5. KPIs**

We have considered the KPIs for this programme and have included conservative figures. We may be able to exceed these results significantly, but do not wish to promise more than we can deliver. To the extent that KPI 1 may be lower than some sports is perhaps an indication that participant group size is ultimately limited in equestrian sport, but please note that lifelong retention rates of participants who are properly introduced to equestrian sport and leisure are expected to be high; hence the impact of our programme on long-term participation rates can be higher than for sports with a higher initial impact, but a high expected drop-out rate.

KPIs are broken into two aspects:

- KPIs relative to direct delivery of the coaching and development environments
- KPIs relative to this, plus the effective wider impact of coach education/mentoring, extending good practice through cultural effects, and developing the wider network of high-quality environments.

## REGIONAL PROFILE – NORTH EAST

*This page should be considered as supplementary to the main document (pgs 1-12) that should be considered in full*

**Updated (1 Feb 07) following recent engagement with regional Sport England officers**

### NUMBER OF RIDERS

North East & Yorkshire – **15% of total riding population in England** (645,000 people)

Base = 4.3 million people rode in Britain during 2005

*BETA National Equestrian Survey 2005/06*

### NUMBER OF RIDING ENVIRONMENTS

- North East – **28 British Horse Society Registered Riding Establishments** (6% of British Horse Society Registered Establishments in England)
- North East – **10 Pony Club Centres** (3% of Pony Club Centres in England)
- North East – **13 Riding for the Disabled Groups** (3% of Riding for the Disabled Groups in England)
- Additionally there are **facility and competition networks across the region** providing for a number of the disciplines

Further to our useful and positive 'cluster meetings' and individual meetings with Sport England regional officers from 26 January 2007, we are now pleased to present this updated information for your Region, which covers the following:

1. An updated job specification for the Regional Lead Coach
2. A clear articulation of the Coaches and Development Environments (increased to 5 from 2) that we shall deliver through this application
3. Our plans for sustainability
4. An analysis of the potential risks associated with the project
5. Suggested KPI targets relative not only to direct delivery of coaching and the development environments, but also to an indirect impact through coach education/mentoring and developing a wider network of high-quality environments

### 1. ROLE OF THE REGIONAL LEAD COACH

Each region will establish a full-time BEF Regional Lead Coach to drive the delivery of the regional/county/local environments and networks. Working with the National Development Manager, and with support from the Federation's Member Bodies and the BEF Executive, and with local/regional support from Member Body representatives, this Coach will deliver or manage the delivery of:

- Direct coaching in support of the Development Environments
- Coach mentoring and CPD for the discipline-specific Coaches identified for development through this application and a wider network of support coaches to ensure sustainability after April 2010 (see attached financial spreadsheet note l).
- Five Development Environments (one School Linked, one out-of-school, one non-Olympic, one Disabled and one Olympic), establishing high quality discipline-specific Coaches where specialists are required
- Recruitment of participants into the Development Environment network via opportunities to ride (see attached financial spreadsheet note c)
- Access to equines, facilities, equipment and high-quality coaching (see attached financial spreadsheet notes d, e, f, g)
- Periodised development programmes for 'participants', including broader rider and parent education (see attached financial spreadsheet note h)
- Provision of advice regarding competition access and pre-competition training for local enthusiasts (see attached financial spreadsheet note i)
- LTAD pathways in all ten specialised disciplines through cascading national learning with support provided by the BEF Non-Olympic Discipline Adviser(s)

In addition it is anticipated that as a result of developing an in depth understanding of equestrian sport in their region the BEF Regional Lead Coach would be in a strong position to:

- Contribute information to County Sports Partnerships regarding Workforce Development Plans (WDP) to enable support for Capacity-Building and joint BEF/CSP planning
- Support volunteer recruitment, development, retention programmes relating to supporting high quality coaches and development environments (see attached financial spreadsheet note k).

- Provide information to facility providers to ensure child-friendly, social, business-sustainable environments/facilities through for example education and training courses (see attached financial spreadsheet note j)

## **2. WHAT WOULD BE DELIVERED WITH SUPPORT FROM SPORT ENGLAND NORTH EAST**

- One full time Regional Lead Coach who will deliver coaching and support the development of discipline specific coaches within the development environments identified across the region.
- Identification and development of two further discipline-specific high quality Coaches to underpin the environments identified as priorities below
- Identification and development of a range of further coaches to deliver high quality coaching throughout the wider network across the region
- At least one of each of the following types of Development Environment:

### **1. Development Environment 1 (LTAD Stage 1)**

Secondary/primary schools linked to riding schools to provide access to riding and basic horse care learning for children from urban and socially deprived areas. Groups of children would be provided with weekly sessions over the period of a term. This model has been piloted very successfully and the BEF would aim to roll out the programme, supported by the Regional lead Coach, should this application prove successful. Evidence from the pilots suggests that participants are engaged and inspired to continue their participation beyond the initial introduction period. We would aim to target and prioritise from Newcastle-upon-Tyne and Middlesborough in the North East region.

### **2. Development Environment 2 (LTAD Stage 1)**

Pony Club Centres. Traditionally the social and development opportunities offered to children through the Pony Club have been limited primarily to those fortunate enough to own their own horse/pony. Recognising this, the Pony Club Centre scheme has been introduced to provide the benefits of Pony Club membership to children unable to own a horse/pony. Pony Club Centres are based at established riding centres and enable children to benefit from the social environment, progression tests, and competition opportunities offered through the Pony Club structure using horses and ponies owned by the centre. The BEF would further extend this scheme, supported by the Regional Lead Coach, with a particular focus on urban areas, most likely Newcastle-upon-Tyne, and would seek to create links with the model detailed above where possible and appropriate.

### **3. Development Environment 3 (LTAD Stage 1)**

The non-Olympic Disciplines are generally not well catered for in terms of access to facilities and coaching. Established riding centres will be identified and supported to provide facilities for at least two of the disciplines with coaching delivered by the discipline specific coaches identified and developed as a result of this application. The discipline of Endurance particularly sees the North East as a priority development area.

### **4. Development Environment 4 (LTAD Stages 1 & 2)**

As previously stated equestrian sport provides a significant level of access to those with disabilities. However their development is often restricted due to limited access to specialist coaches and adequate facilities. The Regional Lead Coach will deliver direct coaching and would support the RDA to identify coaches and deliver training and CPD to develop specialist coaches able to support RDA Groups across the region. In addition to specialist coaching, participants wishing to progress further will be supported through provision of advice and access to facilities.

### **5. Development Environment 5 (LTAD Stage 1)**

The Regional Lead Coach will support the delivery of development programmes that will provide participants from across the Olympic disciplines with access to high quality coaching (delivered by the Regional Lead Coach in part) on a regular basis. The Olympic disciplines are strongly represented in this region.

## **3. SUSTAINABILITY**

For the BEF this is not simply an application for funding. It will deliver not only a direct impact on high-quality coaching provision and hence participation, but is part of an overall strategy to deliver long-term sustainable success for participation in the sport. In this respect this application is a lynch-pin in the next stage of development of the sport and the NGB. The Federation has made great strides in the last few years as we work to:

- create a unified body of 16 independent Member Bodies
- seek to further co-ordinate our 10 sporting disciplines
- engage more effectively with our regional, county and local level partners despite some unique challenges in our sport.

As a result of significant progress the BEF now has this *2007-2016 Club, Coach and Participant Development Plan*, and the introduction to this application outlines how Sport England and RSB support, through this application, will provide a **significant acceleration and sustainability** to our plans.

We have a clear vision for how this sustainability will be achieved past March 2010.

1. We have deliberately taken a conservative estimate of our KPIs. We hope to exceed these but do not wish to over-promise where we do not yet have a significant track record of execution through the *delivery system*. We are happy to update our KPIs accordingly after year 1.
2. Equestrian sport has a traditionally high retention rate. For every participant who is introduced in a positive way to equestrian sport, our statistics suggest (*BETA National Equestrian Survey 2005/06*) we achieve a high retention rate (self-determined lifelong participation) across all age groups. Equestrian participants typically come to love what they do with equines as a permanent lifestyle choice (even a lifestyle immersion!) and continue active participation through adulthood, late adulthood, and even into their retirement years. This also translates into volunteer retention figures, as evidenced by the massive voluntary contribution of enthusiasts throughout all disciplines across the country. In addition, we believe we may have a significantly lower drop-out rate in teenage years compared with many other sports, especially for girls and young women. If this application is successful, we intend to monitor and research this aspect to confirm our beliefs and to provide comparative evidence to inform our partner investors for future decision-making.
3. In addition to the main role of direct coaching by the Regional coaches directly employed in this Plan, these coaches will also naturally form a leading part of the emerging UKCC Coach Education network. By providing structured Coach Education, CPD and Mentoring, they (with the support of the National Development Manager, the Discipline-Specific Advisors, and the local Member Body experts and volunteers on the ground) will be embedding long-term sustainability. This will be achieved through educating, and up-skilling the existing network of coaches and volunteers into a higher quality and more coherent action force for decades to come, as we progressively put genuine LTAD pathways in place for each of our 10 disciplines, and integrate cross-discipline principles and good practice (see the BEF LTAD Framework 2006).
4. To embed the above sustainability we shall be enabling and providing sports qualifications of various types, including UKCC, as widely as possible.
5. We intend to generate the income required to fund the Regional Lead Coaches through:
  - the participant contributions we expect to increasingly generate over time (33%)
  - direct Member Body investment from their membership subscriptions and other sources (33%)
  - the BEF Strategic Plan 2009-14, including an element of Whole Sport Plan investment (33%)

#### 4. RISKS

Sport England North East may regard the fact that specific locations are yet to be identified as a risk within this application. The BEF can indeed identify the locations of the **total population** of existing 'environments' (for example there are 51 'clubs' in the North East Region as detailed above).

However, equestrian sport and recreation does not fit the traditional model of an NGB 'Club' structure. What the sport requires, delivered through this Plan, is to develop **prioritised parts of the existing network** which, once connected and synergised, create a new set of genuine high-quality *BEF Development Environments*. For instance see Figures 2 and 3, the *Development Environment (Regional)* and *Development Environment (Local)*, where we use **some parts of some existing** 'clubs' or establishments together to form one of our five types of Development Environment, subject to certain prioritisation criteria.

It is well documented that the BEF has been trying for some time, as part of its Whole Sport/One-Stop Plan, to resource a network of BEF Development Officers to provide a regional and county interface with our partners, where currently we only have an effective national interface. The synergy of identified priority aspects of the existing network into regionalised and localised Development Environments requires firstly a local audit and evaluation, and secondly some local networking effort, that is currently beyond the immediate resource ability of the national office of the NGB.

This problem is solved as the Regional Lead Coach and Discipline-Specific Coaches work with the new National Development Officer, National Discipline-Specific Advisors, National Head of Sports Development, and local Member Body representatives to finalise this prioritisation of specific locations into identified BEF Development Environments.

Therefore, with respect to the unique nature of a high-quality Development Environment in the sport and in our Plan, we request that our Plan is accepted even though specific locations are not yet defined. To have to identify these locations before a sound local prioritisation can be effectively conducted would be to miss the real potential of this Plan over the next three years and beyond.

The wider issue of a current lack of Regional/County Development Officers to interface and connect with the regional delivery systems is being pursued continuously as an NGB priority, through One-Stop Plans, CIF, Building Capacity and Workforce Development Planning, as well as through internal channels.

## **5. KPIs**

We have considered the KPIs for this programme and have included conservative figures. We may be able to exceed these results significantly, but do not wish to promise more than we can deliver. To the extent that KPI 1 may be lower than some sports is perhaps an indication that participant group size is ultimately limited in equestrian sport, but please note that lifelong retention rates of participants who are properly introduced to equestrian sport and leisure are expected to be high; hence the impact of our programme on long-term participation rates can be higher than for sports with a higher initial impact, but a high expected drop-out rate.

KPIs are broken into two aspects:

- KPIs relative to direct delivery of the coaching and development environments
- KPIs relative to this, plus the effective wider impact of coach education/mentoring, extending good practice through cultural effects, and developing the wider network of high-quality environments.

## REGIONAL PROFILE – YORKSHIRE

*This page should be considered as supplementary to the main document (pgs 1-12) that should be considered in full*

**Updated (1 Feb 07) following recent engagement with regional Sport England officers**

### NUMBER OF RIDERS

Yorkshire & North East – **15% of total riding population in England** (645,000 people)  
Base = 4.3 million people rode in Britain during 2005  
*BETA National Equestrian Survey 2005/06*

### NUMBER OF RIDING ENVIRONMENTS

- Yorkshire – **35 British Horse Society Registered Riding Establishments** (7% of British Horse Society Registered Establishments in England)
- Yorkshire – **31 Pony Club Centres** (9% of Pony Club Centres in England)
- Yorkshire – **39 Riding for the Disabled Groups** (10% of Riding for the Disabled Groups in England)
- Additionally there are **facility and competition networks across the region** providing for a number of the disciplines

Further to our useful and positive ‘cluster meetings’ and individual meetings with Sport England regional officers from 26 January 2007, we are now pleased to present this updated information for your Region, which covers the following:

1. An updated job specification for the Regional Lead Coach
2. A clear articulation of the Coaches and Development Environments (increased to 5 from 2) that we shall deliver through this application
3. Our plans for sustainability
4. An analysis of the potential risks associated with the project
5. Suggested KPI targets relative not only to direct delivery of coaching and the development environments, but also to an indirect impact through coach education/mentoring and developing a wider network of high-quality environments

### 1. ROLE OF THE REGIONAL LEAD COACH

Each region will establish a full-time BEF Regional Lead Coach to drive the delivery of the regional/county/local environments and networks. Working with the National Development Manager, and with support from the Federation’s Member Bodies and the BEF Executive, and with local/regional support from Member Body representatives, this Coach will deliver or manage the delivery of:

- Direct coaching in support of the Development Environments
- Coach mentoring and CPD for the discipline-specific Coaches identified for development through this application and a wider network of support coaches to ensure sustainability after April 2010 (see attached financial spreadsheet note l).
- Five Development Environments (one School Linked, one out-of-school, one non-Olympic, one Disabled and one Olympic), establishing high quality discipline-specific Coaches where specialists are required
- Recruitment of participants into the Development Environment network via opportunities to ride (see attached financial spreadsheet note c)
- Access to equines, facilities, equipment and high-quality coaching (see attached financial spreadsheet notes d, e, f, g)
- Periodised development programmes for ‘participants’, including broader rider and parent education (see attached financial spreadsheet note h)
- Provision of advice regarding competition access and pre-competition training for local enthusiasts (see attached financial spreadsheet note i)
- LTAD pathways in all ten specialised disciplines through cascading national learning with support provided by the BEF Non-Olympic Discipline Adviser(s)

In addition it is anticipated that as a result of developing an in depth understanding of equestrian sport in their region the BEF Regional Lead Coach would be in a strong position to:

- Contribute information to County Sports Partnerships regarding Workforce Development Plans (WDP) to enable support for Capacity-Building and joint BEF/CSP planning
- Support volunteer recruitment, development, retention programmes relating to supporting high quality coaches and development environments (see attached financial spreadsheet note k).

- Provide information to facility providers to ensure child-friendly, social, business-sustainable environments/facilities through for example education and training courses (see attached financial spreadsheet note j)

## **2. WHAT WOULD BE DELIVERED WITH SUPPORT FROM SPORT ENGLAND YORKSHIRE**

- One full time Regional Lead Coach who will deliver coaching and support the development of discipline specific coaches within the development environments identified across the region.
- Identification and development of two further discipline-specific high quality Coaches to underpin the environments identified as priorities below
- Identification and development of a range of further coaches to deliver high quality coaching throughout the wider network across the region
- At least one of each of the following types of Development Environment:

### **1. Development Environment 1 (LTAD Stage 1)**

Secondary/primary schools linked to riding schools to provide access to riding and basic horse care learning for children from urban and socially deprived areas. Groups of children would be provided with weekly sessions over the period of a term. This model has been piloted very successfully and the BEF would aim to roll out the programme, supported by the Regional lead Coach, should this application prove successful. Evidence from the pilots suggests that participants are engaged and inspired to continue their participation beyond the initial introduction period. We would aim to target and prioritise from Sheffield and Leeds in the Yorkshire region.

### **2. Development Environment 2 (LTAD Stage 1)**

Pony Club Centres. Traditionally the social and development opportunities offered to children through the Pony Club have been limited primarily to those fortunate enough to own their own horse/pony. Recognising this, the Pony Club Centre scheme has been introduced to provide the benefits of Pony Club membership to children unable to own a horse/pony. Pony Club Centres are based at established riding centres and enable children to benefit from the social environment, progression tests, and competition opportunities offered through the Pony Club structure using horses and ponies owned by the centre. The BEF would further extend this scheme, supported by the Regional Lead Coach, with a particular focus on urban areas, most likely Sheffield and Leeds, and would seek to create links with the model detailed above where possible and appropriate.

### **3. Development Environment 3 (LTAD Stage 1)**

The non-Olympic Disciplines are generally not well catered for in terms of access to facilities and coaching. Established riding centres will be identified and supported to provide facilities for at least two of the disciplines with coaching delivered by the discipline specific coaches identified and developed as a result of this application.

### **4. Development Environment 4 (LTAD Stages 1 & 2)**

As previously stated equestrian sport provides a significant level of access to those with disabilities. However their development is often restricted due to limited access to specialist coaches and adequate facilities. The Regional Lead Coach will deliver direct coaching and would support the RDA to identify coaches and deliver training and CPD to develop specialist coaches able to support RDA Groups across the region. In addition to specialist coaching, participants wishing to progress further will be supported through provision of advice and access to facilities.

### **5. Development Environment 5 (LTAD Stage 1)**

The Regional Lead Coach will support the delivery of development programmes that will provide participants from across the Olympic disciplines with access to high quality coaching (delivered by the Regional Lead Coach in part) on a regular basis. The Olympic disciplines are strongly represented in this region, particularly show jumping and eventing.

## **3. SUSTAINABILITY**

For the BEF this is not simply an application for funding. It will deliver not only a direct impact on high-quality coaching provision and hence participation, but is part of an overall strategy to deliver long-term sustainable success for participation in the sport. In this respect this application is a lynch-pin in the next stage of development of the sport and the NGB. The Federation has made great strides in the last few years as we work to:

- create a unified body of 16 independent Member Bodies
- seek to further co-ordinate our 10 sporting disciplines
- engage more effectively with our regional, county and local level partners despite some unique challenges in our sport.

As a result of significant progress the BEF now has this *2007-2016 Club, Coach and Participant Development Plan*, and the introduction to this application outlines how Sport England and RSB support, through this application, will provide a **significant acceleration and sustainability** to our plans.

We have a clear vision for how this sustainability will be achieved past March 2010.

1. We have deliberately taken a conservative estimate of our KPIs. We hope to exceed these but do not wish to over-promise where we do not yet have a significant track record of execution through the *delivery system*. We are happy to update our KPIs accordingly after year 1.
2. Equestrian sport has a traditionally high retention rate. For every participant who is introduced in a positive way to equestrian sport, our statistics suggest (*BETA National Equestrian Survey 2005/06*) we achieve a high retention rate (self-determined lifelong participation) across all age groups. Equestrian participants typically come to love what they do with equines as a permanent lifestyle choice (even a lifestyle immersion!) and continue active participation through adulthood, late adulthood, and even into their retirement years. This also translates into volunteer retention figures, as evidenced by the massive voluntary contribution of enthusiasts throughout all disciplines across the country. In addition, we believe we may have a significantly lower drop-out rate in teenage years compared with many other sports, especially for girls and young women. If this application is successful, we intend to monitor and research this aspect to confirm our beliefs and to provide comparative evidence to inform our partner investors for future decision-making.
3. In addition to the main role of direct coaching by the Regional coaches directly employed in this Plan, these coaches will also naturally form a leading part of the emerging UKCC Coach Education network. By providing structured Coach Education, CPD and Mentoring, they (with the support of the National Development Manager, the Discipline-Specific Advisors, and the local Member Body experts and volunteers on the ground) will be embedding long-term sustainability. This will be achieved through educating, and up-skilling the existing network of coaches and volunteers into a higher quality and more coherent action force for decades to come, as we progressively put genuine LTAD pathways in place for each of our 10 disciplines, and integrate cross-discipline principles and good practice (see the BEF LTAD Framework 2006).
4. To embed the above sustainability we shall be enabling and providing sports qualifications of various types, including UKCC, as widely as possible.
5. We intend to generate the income required to fund the Regional Lead Coaches through:
  - the participant contributions we expect to increasingly generate over time (33%)
  - direct Member Body investment from their membership subscriptions and other sources (33%)
  - the BEF Strategic Plan 2009-14, including an element of Whole Sport Plan investment (33%)

#### 4. RISKS

Sport England Yorkshire may regard the fact that specific locations are yet to be identified as a risk within this application. The BEF can indeed identify the locations of the **total population** of existing 'environments' (for example there are 105 'clubs' in the Yorkshire region as detailed above).

However, equestrian sport and recreation does not fit the traditional model of an NGB 'Club' structure. What the sport requires, delivered through this Plan, is to develop **prioritised parts of the existing network** which, once connected and synergised, create a new set of genuine high-quality *BEF Development Environments*. For instance see Figures 2 and 3, the *Development Environment (Regional)* and *Development Environment (Local)*, where we use **some parts of some existing** 'clubs' or establishments together to form one of our five types of Development Environment, subject to certain prioritisation criteria.

It is well documented that the BEF has been trying for some time, as part of its Whole Sport/One-Stop Plan, to resource a network of BEF Development Officers to provide a regional and county interface with our partners, where currently we only have an effective national interface. The synergy of identified priority aspects of the existing network into regionalised and localised Development Environments requires firstly a local audit and evaluation, and secondly some local networking effort, that is currently beyond the immediate resource ability of the national office of the NGB.

This problem is solved as the Regional Lead Coach and Discipline-Specific Coaches work with the new National Development Officer, National Discipline-Specific Advisors, National Head of Sports Development, and local Member Body representatives to finalise this prioritisation of specific locations into identified BEF Development Environments.

Therefore, with respect to the unique nature of a high-quality Development Environment in the sport and in our Plan, we request that our Plan is accepted even though specific locations are not yet defined. To have to identify these locations before a sound local prioritisation can be effectively conducted would be to miss the real potential of this Plan over the next three years and beyond.

The wider issue of a current lack of Regional/County Development Officers to interface and connect with the regional delivery systems is being pursued continuously as an NGB priority, through One-Stop Plans, CIF, Building Capacity and Workforce Development Planning, as well as through internal channels.

## **5. KPIs**

We have considered the KPIs for this programme and have included conservative figures. We may be able to exceed these results significantly, but do not wish to promise more than we can deliver. To the extent that KPI 1 may be lower than some sports is perhaps an indication that participant group size is ultimately limited in equestrian sport, but please note that lifelong retention rates of participants who are properly introduced to equestrian sport and leisure are expected to be high; hence the impact of our programme on long-term participation rates can be higher than for sports with a higher initial impact, but a high expected drop-out rate.

KPIs are broken into two aspects:

- KPIs relative to direct delivery of the coaching and development environments
- KPIs relative to this, plus the effective wider impact of coach education/mentoring, extending good practice through cultural effects, and developing the wider network of high-quality environments.

## REGIONAL PROFILE – WEST MIDLANDS

*This page should be considered as supplementary to the main document (pgs 1-12) that should be considered in full*

**Updated (1 Feb 07) following recent engagement with regional Sport England officers**

### NUMBER OF RIDERS

Midlands – **19% of total riding population in England** (817,000 people)  
Base = 4.3 million people rode in Britain during 2005  
*BETA National Equestrian Survey 2005/06*

### NUMBER OF RIDING ENVIRONMENTS

- West Midlands – **48 British Horse Society Registered Riding Establishments** (10% of British Horse Society Registered Establishments in England)
- West Midlands – **58 Pony Club Centres** (17% of Pony Club Centres in England)
- West Midlands – **42 Riding for the Disabled Groups** (11% of Riding for the Disabled Groups in England)
- Additionally there are **facility and competition networks across the region** providing for a number of the disciplines

*NB. The BEF HQ is based in the West Midlands at Stoneleigh, together with many BEF Member Organisations*

Further to our useful and positive ‘cluster meetings’ and individual meetings with Sport England regional officers from 26 January 2007, we are now pleased to present this updated information for your Region, which covers the following:

1. An updated job specification for the Regional Lead Coach
2. A clear articulation of the Coaches and Development Environments (increased to 5 from 2) that we shall deliver through this application
3. Our plans for sustainability
4. An analysis of the potential risks associated with the project
5. Suggested KPI targets relative not only to direct delivery of coaching and the development environments, but also to an indirect impact through coach education/mentoring and developing a wider network of high-quality environments

### 1. ROLE OF THE REGIONAL LEAD COACH

Each region will establish a full-time BEF Regional Lead Coach to drive the delivery of the regional/county/local environments and networks. Working with the National Development Manager, and with support from the Federation’s Member Bodies and the BEF Executive, and with local/regional support from Member Body representatives, this Coach will deliver or manage the delivery of:

- Direct coaching in support of the Development Environments
- Coach mentoring and CPD for the discipline-specific Coaches identified for development through this application and a wider network of support coaches to ensure sustainability after April 2010 (see attached financial spreadsheet note l).
- Five Development Environments (one School Linked, one out-of-school, one non-Olympic, one Disabled and one Olympic), establishing high quality discipline-specific Coaches where specialists are required
- Recruitment of participants into the Development Environment network via opportunities to ride (see attached financial spreadsheet note c)
- Access to equines, facilities, equipment and high-quality coaching (see attached financial spreadsheet notes d, e, f, g)
- Periodised development programmes for ‘participants’, including broader rider and parent education (see attached financial spreadsheet note h)
- Provision of advice regarding competition access and pre-competition training for local enthusiasts (see attached financial spreadsheet note i)
- LTAD pathways in all ten specialised disciplines through cascading national learning with support provided by the BEF Non-Olympic Discipline Adviser(s)

In addition it is anticipated that as a result of developing an in depth understanding of equestrian sport in their region the BEF Regional Lead Coach would be in a strong position to:

- Contribute information to County Sports Partnerships regarding Workforce Development Plans (WDP) to enable support for Capacity-Building and joint BEF/CSP planning

- Support volunteer recruitment, development, retention programmes relating to supporting high quality coaches and development environments (see attached financial spreadsheet note k).
- Provide information to facility providers to ensure child-friendly, social, business-sustainable environments/facilities through for example education and training courses (see attached financial spreadsheet note j)

## **2. WHAT WOULD BE DELIVERED WITH SUPPORT FROM SPORT ENGLAND WEST MIDLANDS**

- One full time Regional Lead Coach who will deliver coaching and support the development of discipline specific coaches within the development environments identified across the region.
- Identification and development of two further discipline-specific high quality Coaches to underpin the environments identified as priorities below
- Identification and development of a range of further coaches to deliver high quality coaching throughout the wider network across the region
- At least one of each of the following types of Development Environment:

### **1. Development Environment 1 (LTAD Stage 1)**

Secondary/primary schools linked to riding schools to provide access to riding and basic horse care learning for children from urban and socially deprived areas. Groups of children would be provided with weekly sessions over the period of a term. This model has been piloted very successfully and the BEF would aim to roll out the programme, supported by the Regional lead Coach, should this application prove successful. Evidence from the pilots suggests that participants are engaged and inspired to continue their participation beyond the initial introduction period. We would aim to target and prioritise Birmingham in the West Midlands region.

### **2. Development Environment 2 (LTAD Stage 1)**

Pony Club Centres. Traditionally the social and development opportunities offered to children through the Pony Club have been limited primarily to those fortunate enough to own their own horse/pony. Recognising this, the Pony Club Centre scheme has been introduced to provide the benefits of Pony Club membership to children unable to own a horse/pony. Pony Club Centres are based at established riding centres and enable children to benefit from the social environment, progression tests, and competition opportunities offered through the Pony Club structure using horses and ponies owned by the centre. The BEF would further extend this scheme, supported by the Regional Lead Coach, with a particular focus on urban areas, most likely Birmingham and Sxtoke-on-Trent, and would seek to create links with the model detailed above where possible and appropriate.

### **3. Development Environment 3 (LTAD Stage 1)**

The non-Olympic Disciplines are generally not well catered for in terms of access to facilities and coaching. Established riding centres will be identified and supported to provide facilities for at least two of the disciplines with coaching delivered by the discipline specific coaches identified and developed as a result of this application.

### **4. Development Environment 4 (LTAD Stages 1 & 2)**

As previously stated equestrian sport provides a significant level of access to those with disabilities. However their development is often restricted due to limited access to specialist coaches and adequate facilities. The Regional Lead Coach will deliver direct coaching and would support the RDA to identify coaches and deliver training and CPD to develop specialist coaches able to support RDA Groups across the region. In addition to specialist coaching, participants wishing to progress further will be supported through provision of advice and access to facilities.

### **5. Development Environment 5 (LTAD Stage 1)**

The Regional Lead Coach will support the delivery of development programmes that will provide participants from across the Olympic disciplines with access to high quality coaching (delivered by the Regional Lead Coach in part) on a regular basis. The Olympic disciplines are strongly represented in this region.

## **3. SUSTAINABILITY**

For the BEF this is not simply an application for funding. It will deliver not only a direct impact on high-quality coaching provision and hence participation, but is part of an overall strategy to deliver long-term sustainable success for participation in the sport. In this respect this application is a lynch-pin in the next stage of development of the sport and the NGB. The Federation has made great strides in the last few years as we work to:

- create a unified body of 16 independent Member Bodies
- seek to further co-ordinate our 10 sporting disciplines

- engage more effectively with our regional, county and local level partners despite some unique challenges in our sport.

As a result of significant progress the BEF now has this *2007-2016 Club, Coach and Participant Development Plan*, and the introduction to this application outlines how Sport England and RSB support, through this application, will provide a **significant acceleration and sustainability** to our plans.

We have a clear vision for how this sustainability will be achieved past March 2010.

1. We have deliberately taken a conservative estimate of our KPIs. We hope to exceed these but do not wish to over-promise where we do not yet have a significant track record of execution through the *delivery system*. We are happy to update our KPIs accordingly after year 1.
2. Equestrian sport has a traditionally high retention rate. For every participant who is introduced in a positive way to equestrian sport, our statistics suggest (*BETA National Equestrian Survey 2005/06*) we achieve a high retention rate (self-determined lifelong participation) across all age groups. Equestrian participants typically come to love what they do with equines as a permanent lifestyle choice (even a lifestyle immersion!) and continue active participation through adulthood, late adulthood, and even into their retirement years. This also translates into volunteer retention figures, as evidenced by the massive voluntary contribution of enthusiasts throughout all disciplines across the country. In addition, we believe we may have a significantly lower drop-out rate in teenage years compared with many other sports, especially for girls and young women. If this application is successful, we intend to monitor and research this aspect to confirm our beliefs and to provide comparative evidence to inform our partner investors for future decision-making.
3. In addition to the main role of direct coaching by the Regional coaches directly employed in this Plan, these coaches will also naturally form a leading part of the emerging UKCC Coach Education network. By providing structured Coach Education, CPD and Mentoring, they (with the support of the National Development Manager, the Discipline-Specific Advisors, and the local Member Body experts and volunteers on the ground) will be embedding long-term sustainability. This will be achieved through educating, and up-skilling the existing network of coaches and volunteers into a higher quality and more coherent action force for decades to come, as we progressively put genuine LTAD pathways in place for each of our 10 disciplines, and integrate cross-discipline principles and good practice (see the BEF LTAD Framework 2006).
4. To embed the above sustainability we shall be enabling and providing sports qualifications of various types, including UKCC, as widely as possible.
5. We intend to generate the income required to fund the Regional Lead Coaches through:
  - the participant contributions we expect to increasingly generate over time (33%)
  - direct Member Body investment from their membership subscriptions and other sources (33%)
  - the BEF Strategic Plan 2009-14, including an element of Whole Sport Plan investment (33%)

#### 4. RISKS

Sport England West Midlands may regard the fact that specific locations are yet to be identified as a risk within this application. The BEF can indeed identify the locations of the **total population** of existing 'environments' (for example there are 148 'clubs' in the West Midlands Region as detailed above).

However, equestrian sport and recreation does not fit the traditional model of an NGB 'Club' structure. What the sport requires, delivered through this Plan, is to develop **prioritised parts of the existing network** which, once connected and synergised, create a new set of genuine high-quality *BEF Development Environments*. For instance see Figures 2 and 3, the *Development Environment (Regional)* and *Development Environment (Local)*, where we use **some parts of some existing** 'clubs' or establishments together to form one of our five types of Development Environment, subject to certain prioritisation criteria.

It is well documented that the BEF has been trying for some time, as part of its Whole Sport/One-Stop Plan, to resource a network of BEF Development Officers to provide a regional and county interface with our partners, where currently we only have an effective national interface. The synergy of identified priority aspects of the existing network into regionalised and localised Development Environments requires firstly a local audit and evaluation, and secondly some local networking effort, that is currently beyond the immediate resource ability of the national office of the NGB.

This problem is solved as the Regional Lead Coach and Discipline-Specific Coaches work with the new National Development Officer, National Discipline-Specific Advisors, National Head of Sports Development, and local Member Body representatives to finalise this prioritisation of specific locations into identified BEF Development Environments.

Therefore, with respect to the unique nature of a high-quality Development Environment in the sport and in our Plan, we request that our Plan is accepted even though specific locations are not yet defined. To have to identify

these locations before a sound local prioritisation can be effectively conducted would be to miss the real potential of this Plan over the next three years and beyond.

The wider issue of a current lack of Regional/County Development Officers to interface and connect with the regional delivery systems is being pursued continuously as an NGB priority, through One-Stop Plans, CIF, Building Capacity and Workforce Development Planning, as well as through internal channels.

## **5. KPIs**

We have considered the KPIs for this programme and have included conservative figures. We may be able to exceed these results significantly, but do not wish to promise more than we can deliver. To the extent that KPI 1 may be lower than some sports is perhaps an indication that participant group size is ultimately limited in equestrian sport, but please note that lifelong retention rates of participants who are properly introduced to equestrian sport and leisure are expected to be high; hence the impact of our programme on long-term participation rates can be higher than for sports with a higher initial impact, but a high expected drop-out rate.

KPIs are broken into two aspects:

- KPIs relative to direct delivery of the coaching and development environments
- KPIs relative to this, plus the effective wider impact of coach education/mentoring, extending good practice through cultural effects, and developing the wider network of high-quality environments.

## REGIONAL PROFILE – EAST MIDLANDS

*This page should be considered as supplementary to the main document (pgs 1-12) that should be considered in full*

**Updated (1 Feb 07) following recent engagement with regional Sport England officers**

### NUMBER OF RIDERS

Midlands – **19% of total riding population in England** (817,000 people)  
Base = 4.3 million people rode in Britain during 2005  
*BETA National Equestrian Survey 2005/06*

### NUMBER OF RIDING ENVIRONMENTS

- East Midlands – **50 British Horse Society Registered Riding Establishments** (10% of British Horse Society Registered Establishments in England)
- East Midlands – **38 Pony Club Centres** (11% of Pony Club Centres in England)
- East Midlands – **32 Riding for the Disabled Groups** (8% of Riding for the Disabled Groups in England)
- Additionally there are **facility and competition networks across the region** providing for a number of the disciplines

Further to our useful and positive ‘cluster meetings’ and individual meetings with Sport England regional officers from 26 January 2007, we are now pleased to present this updated information for your Region, which covers the following:

1. An updated job specification for the Regional Lead Coach
2. A clear articulation of the Coaches and Development Environments (increased to 5 from 2) that we shall deliver through this application
3. Our plans for sustainability
4. An analysis of the potential risks associated with the project
5. Suggested KPI targets relative not only to direct delivery of coaching and the development environments, but also to an indirect impact through coach education/mentoring and developing a wider network of high-quality environments

### 1. ROLE OF THE REGIONAL LEAD COACH

Each region will establish a full-time BEF Regional Lead Coach to drive the delivery of the regional/county/local environments and networks. Working with the National Development Manager, and with support from the Federation’s Member Bodies and the BEF Executive, and with local/regional support from Member Body representatives, this Coach will deliver or manage the delivery of:

- Direct coaching in support of the Development Environments
- Coach mentoring and CPD for the discipline-specific Coaches identified for development through this application and a wider network of support coaches to ensure sustainability after April 2010 (see attached financial spreadsheet note l).
- Five Development Environments (one School Linked, one out-of-school, one non-Olympic, one Disabled and one Olympic), establishing high quality discipline-specific Coaches where specialists are required
- Recruitment of participants into the Development Environment network via opportunities to ride (see attached financial spreadsheet note c)
- Access to equines, facilities, equipment and high-quality coaching (see attached financial spreadsheet notes d, e, f, g)
- Periodised development programmes for ‘participants’, including broader rider and parent education (see attached financial spreadsheet note h)
- Provision of advice regarding competition access and pre-competition training for local enthusiasts (see attached financial spreadsheet note i)
- LTAD pathways in all ten specialised disciplines through cascading national learning with support provided by the BEF Non-Olympic Discipline Adviser(s)

In addition it is anticipated that as a result of developing an in depth understanding of equestrian sport in their region the BEF Regional Lead Coach would be in a strong position to:

- Contribute information to County Sports Partnerships regarding Workforce Development Plans (WDP) to enable support for Capacity-Building and joint BEF/CSP planning
- Support volunteer recruitment, development, retention programmes relating to supporting high quality coaches and development environments (see attached financial spreadsheet note k).

- Provide information to facility providers to ensure child-friendly, social, business-sustainable environments/facilities through for example education and training courses (see attached financial spreadsheet note j)

## 2. WHAT WOULD BE DELIVERED WITH SUPPORT FROM SPORT ENGLAND EAST MIDLANDS

- One full time Regional Lead Coach who will deliver coaching and support the development of discipline specific coaches within the development environments identified across the region.
- Identification and development of two further discipline-specific high quality Coaches to underpin the environments identified as priorities below
- Identification and development of a range of further coaches to deliver high quality coaching throughout the wider network across the region
- At least one of each of the following types of Development Environment:

### 1. *Development Environment 1 (LTAD Stage 1)*

Secondary/primary schools linked to riding schools to provide access to riding and basic horse care learning for children from urban and socially deprived areas. Groups of children would be provided with weekly sessions over the period of a term. This model has been piloted very successfully and the BEF would aim to roll out the programme, supported by the Regional lead Coach, should this application prove successful. Evidence from the pilots suggests that participants are engaged and inspired to continue their participation beyond the initial introduction period. We would aim to target and prioritise from Nottingham, Lincoln and Leicester in the East Midlands region.

### 2. *Development Environment 2 (LTAD Stage 1)*

Pony Club Centres. Traditionally the social and development opportunities offered to children through the Pony Club have been limited primarily to those fortunate enough to own their own horse/pony. Recognising this, the Pony Club Centre scheme has been introduced to provide the benefits of Pony Club membership to children unable to own a horse/pony. Pony Club Centres are based at established riding centres and enable children to benefit from the social environment, progression tests, and competition opportunities offered through the Pony Club structure using horses and ponies owned by the centre. The BEF would further extend this scheme, supported by the Regional Lead Coach, with a particular focus on urban areas and would seek to create links with the model detailed above where possible and appropriate.

### 3. *Development Environment 3 (LTAD Stage 1)*

The non-Olympic Disciplines are generally not well catered for in terms of access to facilities and coaching. Established riding centres will be identified and supported to provide facilities for at least two of the disciplines with coaching delivered by the discipline specific coaches identified and developed as a result of this application. As an example there is potential to support the development of the discipline of Reining in Bedfordshire and Cambridgeshire as a result of an existing base of knowledge, and Horseball have identified the region as a whole as a priority development area.

### 4. *Development Environment 4 (LTAD Stages 1 & 2)*

As previously stated equestrian sport provides a significant level of access to those with disabilities. However their development is often restricted due to limited access to specialist coaches and adequate facilities. The Regional Lead Coach will deliver direct coaching and would support the RDA to identify coaches and deliver training and CPD to develop specialist coaches able to support RDA Groups across the region. In addition to specialist coaching, participants wishing to progress further will be supported through provision of advice and access to facilities.

### 5. *Development Environment 5 (LTAD Stage 1)*

The Regional Lead Coach will support the delivery of development programmes that will provide participants from across the Olympic disciplines with access to high quality coaching (delivered by the Regional Lead Coach in part) on a regular basis. The Olympic disciplines are strongly represented in this region.

## 3. SUSTAINABILITY

For the BEF this is not simply an application for funding. It will deliver not only a direct impact on high-quality coaching provision and hence participation, but is part of an overall strategy to deliver long-term sustainable success for participation in the sport. In this respect this application is a lynch-pin in the next stage of development of the sport and the NGB. The Federation has made great strides in the last few years as we work to:

- create a unified body of 16 independent Member Bodies
- seek to further co-ordinate our 10 sporting disciplines

- engage more effectively with our regional, county and local level partners despite some unique challenges in our sport.

As a result of significant progress the BEF now has this *2007-2016 Club, Coach and Participant Development Plan*, and the introduction to this application outlines how Sport England and RSB support, through this application, will provide a **significant acceleration and sustainability** to our plans.

We have a clear vision for how this sustainability will be achieved past March 2010.

1. We have deliberately taken a conservative estimate of our KPIs. We hope to exceed these but do not wish to over-promise where we do not yet have a significant track record of execution through the *delivery system*. We are happy to update our KPIs accordingly after year 1.
2. Equestrian sport has a traditionally high retention rate. For every participant who is introduced in a positive way to equestrian sport, our statistics suggest (*BETA National Equestrian Survey 2005/06*) we achieve a high retention rate (self-determined lifelong participation) across all age groups. Equestrian participants typically come to love what they do with equines as a permanent lifestyle choice (even a lifestyle immersion!) and continue active participation through adulthood, late adulthood, and even into their retirement years. This also translates into volunteer retention figures, as evidenced by the massive voluntary contribution of enthusiasts throughout all disciplines across the country. In addition, we believe we may have a significantly lower drop-out rate in teenage years compared with many other sports, especially for girls and young women. If this application is successful, we intend to monitor and research this aspect to confirm our beliefs and to provide comparative evidence to inform our partner investors for future decision-making.
3. In addition to the main role of direct coaching by the Regional coaches directly employed in this Plan, these coaches will also naturally form a leading part of the emerging UKCC Coach Education network. By providing structured Coach Education, CPD and Mentoring, they (with the support of the National Development Manager, the Discipline-Specific Advisors, and the local Member Body experts and volunteers on the ground) will be embedding long-term sustainability. This will be achieved through educating, and up-skilling the existing network of coaches and volunteers into a higher quality and more coherent action force for decades to come, as we progressively put genuine LTAD pathways in place for each of our 10 disciplines, and integrate cross-discipline principles and good practice (see the BEF LTAD Framework 2006).
4. To embed the above sustainability we shall be enabling and providing sports qualifications of various types, including UKCC, as widely as possible.
5. We intend to generate the income required to fund the Regional Lead Coaches through:
  - the participant contributions we expect to increasingly generate over time (33%)
  - direct Member Body investment from their membership subscriptions and other sources (33%)
  - the BEF Strategic Plan 2009-14, including an element of Whole Sport Plan investment (33%)

#### 4. RISKS

Sport England East Midlands may regard the fact that specific locations are yet to be identified as a risk within this application. The BEF can indeed identify the locations of the **total population** of existing 'environments' (for example there are 120 'clubs' in the East Midlands Region as detailed above).

However, equestrian sport and recreation does not fit the traditional model of an NGB 'Club' structure. What the sport requires, delivered through this Plan, is to develop **prioritised parts of the existing network** which, once connected and synergised, create a new set of genuine high-quality *BEF Development Environments*. For instance see Figures 2 and 3, the *Development Environment (Regional)* and *Development Environment (Local)*, where we use **some parts of some existing** 'clubs' or establishments together to form one of our five types of Development Environment, subject to certain prioritisation criteria.

It is well documented that the BEF has been trying for some time, as part of its Whole Sport/One-Stop Plan, to resource a network of BEF Development Officers to provide a regional and county interface with our partners, where currently we only have an effective national interface. The synergy of identified priority aspects of the existing network into regionalised and localised Development Environments requires firstly a local audit and evaluation, and secondly some local networking effort, that is currently beyond the immediate resource ability of the national office of the NGB.

This problem is solved as the Regional Lead Coach and Discipline-Specific Coaches work with the new National Development Officer, National Discipline-Specific Advisors, National Head of Sports Development, and local Member Body representatives to finalise this prioritisation of specific locations into identified BEF Development Environments.

Therefore, with respect to the unique nature of a high-quality Development Environment in the sport and in our Plan, we request that our Plan is accepted even though specific locations are not yet defined. To have to identify

these locations before a sound local prioritisation can be effectively conducted would be to miss the real potential of this Plan over the next three years and beyond.

The wider issue of a current lack of Regional/County Development Officers to interface and connect with the regional delivery systems is being pursued continuously as an NGB priority, through One-Stop Plans, CIF, Building Capacity and Workforce Development Planning, as well as through internal channels.

## **5. KPIs**

We have considered the KPIs for this programme and have included conservative figures. We may be able to exceed these results significantly, but do not wish to promise more than we can deliver. To the extent that KPI 1 may be lower than some sports is perhaps an indication that participant group size is ultimately limited in equestrian sport, but please note that lifelong retention rates of participants who are properly introduced to equestrian sport and leisure are expected to be high; hence the impact of our programme on long-term participation rates can be higher than for sports with a higher initial impact, but a high expected drop-out rate.

KPIs are broken into two aspects:

- KPIs relative to direct delivery of the coaching and development environments
- KPIs relative to this, plus the effective wider impact of coach education/mentoring, extending good practice through cultural effects, and developing the wider network of high-quality environments.

## REGIONAL PROFILE – EAST

*This page should be considered as supplementary to the main document (pgs 1-12) that should be considered in full*

**Updated (1 Feb 07) following recent engagement with regional Sport England officers**

### NUMBER OF RIDERS

East & South East – **23% of total riding population in England** (989,000 people)  
Base = 4.3 million people rode in Britain during 2005  
*BETA National Equestrian Survey 2005/06*

### NUMBER OF RIDING ENVIRONMENTS

- East – **61 British Horse Society Registered Riding Establishments** (13% of British Horse Society Registered Establishments in England)
- East – **59 Pony Club Centres** (17% of Pony Club Centres in England)
- East – **62 Riding for the Disabled Groups** (16% of Riding for the Disabled Groups in England)
- Additionally there are **facility and competition networks across the region** providing for a number of the disciplines

Further to our useful and positive ‘cluster meetings’ and individual meetings with Sport England regional officers from 26 January 2007, we are now pleased to present this updated information for your Region, which covers the following:

1. An updated job specification for the Regional Lead Coach
2. A clear articulation of the Coaches and Development Environments (increased to 5 from 2) that we shall deliver through this application
3. Our plans for sustainability
4. An analysis of the potential risks associated with the project
5. Suggested KPI targets relative not only to direct delivery of coaching and the development environments, but also to an indirect impact through coach education/mentoring and developing a wider network of high-quality environments
6. An optional reduced funding bid should total resource not allow for the full application to be accepted

### 1. ROLE OF THE REGIONAL LEAD COACH

Each region will establish a full-time BEF Regional Lead Coach to drive the delivery of the regional/county/local environments and networks. Working with the National Development Manager, and with support from the Federation’s Member Bodies and the BEF Executive, and with local/regional support from Member Body representatives, this Coach will deliver or manage the delivery of:

- Direct coaching in support of the Development Environments
- Coach mentoring and CPD for the discipline-specific Coaches identified for development through this application and a wider network of support coaches to ensure sustainability after April 2010 (see attached financial spreadsheet note l).
- Five Development Environments (one School Linked, one out-of-school, one non-Olympic, one Disabled and one Olympic), establishing high quality discipline-specific Coaches where specialists are required
- Recruitment of participants into the Development Environment network via opportunities to ride (see attached financial spreadsheet note c)
- Access to equines, facilities, equipment and high-quality coaching (see attached financial spreadsheet notes d, e, f, g)
- Periodised development programmes for ‘participants’, including broader rider and parent education (see attached financial spreadsheet note h)
- Provision of advice regarding competition access and pre-competition training for local enthusiasts (see attached financial spreadsheet note i)
- LTAD pathways in all ten specialised disciplines through cascading national learning with support provided by the BEF Non-Olympic Discipline Adviser(s)

In addition it is anticipated that as a result of developing an in depth understanding of equestrian sport in their region the BEF Regional Lead Coach would be in a strong position to:

- Contribute information to County Sports Partnerships regarding Workforce Development Plans (WDP) to enable support for Capacity-Building and joint BEF/CSP planning
- Support volunteer recruitment, development, retention programmes relating to supporting high quality coaches and development environments (see attached financial spreadsheet note k).

- Provide information to facility providers to ensure child-friendly, social, business-sustainable environments/facilities through for example education and training courses (see attached financial spreadsheet note j)

## 2. WHAT WOULD BE DELIVERED WITH SUPPORT FROM SPORT ENGLAND EAST

- One full time Regional Lead Coach who will deliver coaching and support the development of discipline specific coaches within the development environments identified across the region.
- Identification and development of two further discipline-specific high quality Coaches to underpin the environments identified as priorities below
- Identification and development of a range of further coaches to deliver high quality coaching throughout the wider network across the region
- At least one of each of the following types of Development Environment:

### 1. *Development Environment 1 (LTAD Stage 1)*

Secondary/primary schools linked to riding schools to provide access to riding and basic horse care learning for children from urban and socially deprived areas. Groups of children would be provided with weekly sessions over the period of a term. This model has been piloted very successfully and the BEF would aim to roll out the programme, supported by the Regional lead Coach, should this application prove successful. Evidence from the pilots suggests that participants are engaged and inspired to continue their participation beyond the initial introduction period. We would aim to target and prioritise from Peterborough and Norwich in the East region.

### 2. *Development Environment 2 (LTAD Stage 1)*

Pony Club Centres. Traditionally the social and development opportunities offered to children through the Pony Club have been limited primarily to those fortunate enough to own their own horse/pony. Recognising this, the Pony Club Centre scheme has been introduced to provide the benefits of Pony Club membership to children unable to own a horse/pony. Pony Club Centres are based at established riding centres and enable children to benefit from the social environment, progression tests, and competition opportunities offered through the Pony Club structure using horses and ponies owned by the centre. The BEF would further extend this scheme, supported by the Regional Lead Coach, with a particular focus on urban areas and would seek to create links with the model detailed above where possible and appropriate.

### 3. *Development Environment 3 (LTAD Stage 1)*

The non-Olympic Disciplines are generally not well catered for in terms of access to facilities and coaching. Established riding centres will be identified and supported to provide facilities for at least two of the disciplines with coaching delivered by the discipline specific coaches identified and developed as a result of this application. As an example there is potential to support the development of the discipline of Reining in Bedfordshire and Cambridgeshire as a result of an existing base of knowledge, and Horseball have identified the region as a whole as a priority development area.

### 4. *Development Environment 4 (LTAD Stages 1 & 2)*

As previously stated equestrian sport provides a significant level of access to those with disabilities. However their development is often restricted due to limited access to specialist coaches and adequate facilities. The Regional Lead Coach will deliver direct coaching and would support the RDA to identify coaches and deliver training and CPD to develop specialist coaches able to support RDA Groups across the region. In addition to specialist coaching, participants wishing to progress further will be supported through provision of advice and access to facilities.

### 5. *Development Environment 5 (LTAD Stage 1)*

The Regional Lead Coach will support the delivery of development programmes that will provide participants from across the Olympic disciplines with access to high quality coaching (delivered by the Regional Lead Coach in part) on a regular basis. Newmarket could be considered a priority area for this base due to the potential to create stronger links and partnerships with the racing industry.

## 3. SUSTAINABILITY

For the BEF this is not simply an application for funding. It will deliver not only a direct impact on high-quality coaching provision and hence participation, but is part of an overall strategy to deliver long-term sustainable success for participation in the sport. In this respect this application is a lynch-pin in the next stage of development of the sport and the NGB. The Federation has made great strides in the last few years as we work to:

- create a unified body of 16 independent Member Bodies
- seek to further co-ordinate our 10 sporting disciplines

- engage more effectively with our regional, county and local level partners despite some unique challenges in our sport.

As a result of significant progress the BEF now has this *2007-2016 Club, Coach and Participant Development Plan*, and the introduction to this application outlines how Sport England and RSB support, through this application, will provide a **significant acceleration and sustainability** to our plans.

We have a clear vision for how this sustainability will be achieved past March 2010.

1. We have deliberately taken a conservative estimate of our KPIs. We hope to exceed these but do not wish to over-promise where we do not yet have a significant track record of execution through the *delivery system*. We are happy to update our KPIs accordingly after year 1.
2. Equestrian sport has a traditionally high retention rate. For every participant who is introduced in a positive way to equestrian sport, our statistics suggest (*BETA National Equestrian Survey 2005/06*) we achieve a high retention rate (self-determined lifelong participation) across all age groups. Equestrian participants typically come to love what they do with equines as a permanent lifestyle choice (even a lifestyle immersion!) and continue active participation through adulthood, late adulthood, and even into their retirement years. This also translates into volunteer retention figures, as evidenced by the massive voluntary contribution of enthusiasts throughout all disciplines across the country. In addition, we believe we may have a significantly lower drop-out rate in teenage years compared with many other sports, especially for girls and young women. If this application is successful, we intend to monitor and research this aspect to confirm our beliefs and to provide comparative evidence to inform our partner investors for future decision-making.
3. In addition to the main role of direct coaching by the Regional coaches directly employed in this Plan, these coaches will also naturally form a leading part of the emerging UKCC Coach Education network. By providing structured Coach Education, CPD and Mentoring, they (with the support of the National Development Manager, the Discipline-Specific Advisors, and the local Member Body experts and volunteers on the ground) will be embedding long-term sustainability. This will be achieved through educating, and up-skilling the existing network of coaches and volunteers into a higher quality and more coherent action force for decades to come, as we progressively put genuine LTAD pathways in place for each of our 10 disciplines, and integrate cross-discipline principles and good practice (see the BEF LTAD Framework 2006).
4. To embed the above sustainability we shall be enabling and providing sports qualifications of various types, including UKCC, as widely as possible.
5. We intend to generate the income required to fund the Regional Lead Coaches through:
  - the participant contributions we expect to increasingly generate over time (33%)
  - direct Member Body investment from their membership subscriptions and other sources (33%)
  - the BEF Strategic Plan 2009-14, including an element of Whole Sport Plan investment (33%)

#### 4. RISKS

Sport England East may regard the fact that specific locations are yet to be identified as a risk within this application. The BEF can indeed identify the locations of the **total population** of existing 'environments' (for example there are 182 'clubs' in the East Region as detailed above).

However, equestrian sport and recreation does not fit the traditional model of an NGB 'Club' structure. What the sport requires, delivered through this Plan, is to develop **prioritised parts of the existing network** which, once connected and synergised, create a new set of genuine high-quality *BEF Development Environments*. For instance see Figures 2 and 3, the *Development Environment (Regional)* and *Development Environment (Local)*, where we use **some parts of some existing** 'clubs' or establishments together to form one of our five types of Development Environment, subject to certain prioritisation criteria.

It is well documented that the BEF has been trying for some time, as part of its Whole Sport/One-Stop Plan, to resource a network of BEF Development Officers to provide a regional and county interface with our partners, where currently we only have an effective national interface. The synergy of identified priority aspects of the existing network into regionalised and localised Development Environments requires firstly a local audit and evaluation, and secondly some local networking effort, that is currently beyond the immediate resource ability of the national office of the NGB.

This problem is solved as the Regional Lead Coach and Discipline-Specific Coaches work with the new National Development Officer, National Discipline-Specific Advisors, National Head of Sports Development, and local Member Body representatives to finalise this prioritisation of specific locations into identified BEF Development Environments.

Therefore, with respect to the unique nature of a high-quality Development Environment in the sport and in our Plan, we request that our Plan is accepted even though specific locations are not yet defined. To have to identify

these locations before a sound local prioritisation can be effectively conducted would be to miss the real potential of this Plan over the next three years and beyond.

The wider issue of a current lack of Regional/County Development Officers to interface and connect with the regional delivery systems is being pursued continuously as an NGB priority, through One-Stop Plans, CIF, Building Capacity and Workforce Development Planning, as well as through internal channels.

## **5. KPIs**

We have considered the KPIs for this programme and have included conservative figures. We may be able to exceed these results significantly, but do not wish to promise more than we can deliver. To the extent that KPI 1 may be lower than some sports is perhaps an indication that participant group size is ultimately limited in equestrian sport, but please note that lifelong retention rates of participants who are properly introduced to equestrian sport and leisure are expected to be high; hence the impact of our programme on long-term participation rates can be higher than for sports with a higher initial impact, but a high expected drop-out rate.

KPIs are broken into two aspects:

- KPIs relative to direct delivery of the coaching and development environments
- KPIs relative to this, plus the effective wider impact of coach education/mentoring, extending good practice through cultural effects, and developing the wider network of high-quality environments.

### **Option B in case of reduced funding availability (see below)**

Further to meeting with your Region in January/February 2007, it has been suggested that the BEF also considers an *Option B* to its funding application for each region, in case the Regional Sports Board wishes to support the BEF plan but does not have the means to respond fully to the BEF's request for funding in that region.

We have considered the possibilities and now offer regions Option B KPIs to demonstrate how an Option B plan could still achieve some good outcomes, but with a reduced cost to the Regional Sports Board. The reductions in costs are given in the updated Regional Financial Sheet (attached). In brief, this reduces the Regional Sport England template contribution from £64,000pa. x3 years = £192,000 to £39,500pa. x3 years = £118,500. The negative impact on our KPIs for this programme have been considered and minimised and are given in the regional KPI table.

## **6. OPTIONAL SECONDARY FUNDING BID**

We have added to the detailed regional bid spreadsheet a second reduced cost option for the RSB to consider as an alternative to the primary application should total resource not allow for consideration of the full plan. We regard this lower cost option as being a minimum to enable us to deliver against this plan without compromising the outcomes to too great an extent.

## REGIONAL PROFILE – SOUTH WEST

*This page should be considered as supplementary to the main document (pgs 1-12) that should be considered in full*

**Updated (1 Feb 07) following recent engagement with regional Sport England officers**

### NUMBER OF RIDERS

South West & Wales – **16% of total riding population in England** (688,000 people)  
Base = 4.3 million people rode in Britain during 2005  
*BETA National Equestrian Survey 2005/06*

### NUMBER OF RIDING ENVIRONMENTS

- South West – **79 British Horse Society Registered Riding Establishments** (16% of British Horse Society Registered Establishments in England)
- South West – **52 Pony Club Centres** (15% of Pony Club Centres in England)
- South West – **63 Riding for the Disabled Groups** (16% of Riding for the Disabled Groups in England)
- Additionally there are **facility and competition networks across the region** providing for a number of the disciplines

Further to our useful and positive ‘cluster meetings’ and individual meetings with Sport England regional officers from 26 January 2007, we are now pleased to present this updated information for your Region, which covers the following:

1. An updated job specification for the Regional Lead Coach
2. A clear articulation of the Coaches and Development Environments (increased to 5 from 2) that we shall deliver through this application
3. Our plans for sustainability
4. An analysis of the potential risks associated with the project
5. Suggested KPI targets relative not only to direct delivery of coaching and the development environments, but also to an indirect impact through coach education/mentoring and developing a wider network of high-quality environments
6. An optional reduced funding bid should total resource not allow for the full application to be accepted

#### 1. ROLE OF THE REGIONAL LEAD COACH

The BEF would establish a part time Regional Lead Coach to drive the delivery of the regional/county/local environments and networks. Working with the National Development Manager, and with support from the Federation’s Member Bodies and the BEF Executive, and with local/regional support from Member Body representatives, this Coach will deliver or manage the delivery of:

- Direct coaching in support of the Development Environments
- Coach mentoring and CPD for the discipline-specific Coaches identified for development through this application and a wider network of support coaches to ensure sustainability after April 2010 (see attached financial spreadsheet note l).
- Five Development Environments (one School Linked, one out-of-school, one non-Olympic, one Disabled and one Olympic), establishing high quality discipline-specific Coaches where specialists are required
- Recruitment of participants into the Development Environment network via opportunities to ride (see attached financial spreadsheet note c)
- Access to equines, facilities, equipment and high-quality coaching (see attached financial spreadsheet notes d, e, f, g)
- Periodised development programmes for ‘participants’, including broader rider and parent education (see attached financial spreadsheet note h)
- Provision of advice regarding competition access and pre-competition training for local enthusiasts (see attached financial spreadsheet note i)
- LTAD pathways in all ten specialised disciplines through cascading national learning with support provided by the BEF Non-Olympic Discipline Adviser(s)

In addition it is anticipated that as a result of developing an in depth understanding of equestrian sport in their region the BEF Regional Lead Coach would be in a strong position to:

- Contribute information to County Sports Partnerships regarding Workforce Development Plans (WDP) to enable support for Capacity-Building and joint BEF/CSP planning

- Support volunteer recruitment, development, retention programmes relating to supporting high quality coaches and development environments (see attached financial spreadsheet note k).
- Provide information to facility providers to ensure child-friendly, social, business-sustainable environments/facilities through for example education and training courses (see attached financial spreadsheet note j)

## 2. WHAT WOULD BE DELIVERED WITH SUPPORT FROM SPORT ENGLAND SOUTH WEST

- One part time Regional Lead Coach who will deliver coaching and support the development of discipline specific coaches within the development environments identified across the region.
- Identification and development of two further discipline-specific high quality Coaches to underpin the environments identified as priorities below
- Identification and development of a range of further coaches to deliver high quality coaching throughout the wider network across the region
- One of each of the following types of Development Environment:

### 1. **Development Environment 1 (LTAD Stage 1)**

Secondary/primary schools linked to riding schools to provide access to riding and basic horse care learning for children from urban and socially deprived areas. Groups of children would be provided with weekly sessions over the period of a term. This model has been piloted very successfully and the BEF would aim to roll out the programme, supported by the Regional lead Coach, should this application prove successful. Evidence from the pilots suggests that participants are engaged and inspired to continue their participation beyond the initial introduction period. We would aim to target and prioritise Bristol in the South West region.

### 2. **Development Environment 3 (LTAD Stage 1)**

The non-Olympic Disciplines are generally not well catered for in terms of access to facilities and coaching. Established riding centres will be identified and supported to provide facilities for at least two of the disciplines with coaching delivered by the discipline specific coaches identified and developed as a result of this application. As an example the disciplines of Reining and Horseball have identified the South West as a priority development area.

### 3. **Development Environment 4 (LTAD Stages 1 & 2)**

As previously stated equestrian sport provides a significant level of access to those with disabilities. However their development is often restricted due to limited access to specialist coaches and adequate facilities. The Regional Lead Coach will deliver direct coaching and would support the RDA to identify coaches and deliver training and CPD to develop specialist coaches able to support RDA Groups across the region. In addition to specialist coaching, participants wishing to progress further will be supported through provision of advice and access to facilities.

### 4. **Development Environment 5 (LTAD Stage 1)**

The Regional Lead Coach will support the delivery of development programmes that will provide participants from across the Olympic disciplines with access to high quality coaching (delivered by the Regional Lead Coach in part) on a regular basis. Gloucestershire would be considered a priority area for this base due to the high number of such participants and competitions, particularly in dressage and eventing.

## 3. SUSTAINABILITY

For the BEF this is not simply an application for funding. It will deliver not only a direct impact on high-quality coaching provision and hence participation, but is part of an overall strategy to deliver long-term sustainable success for participation in the sport. In this respect this application is a lynch-pin in the next stage of development of the sport and the NGB. The Federation has made great strides in the last few years as we work to:

- create a unified body of 16 independent Member Bodies
- seek to further co-ordinate our 10 sporting disciplines
- engage more effectively with our regional, county and local level partners despite some unique challenges in our sport.

As a result of significant progress the BEF now has this *2007-2016 Club, Coach and Participant Development Plan*, and the introduction to this application outlines how Sport England and RSB support, through this application, will provide a **significant acceleration and sustainability** to our plans.

We have a clear vision for how this sustainability will be achieved past March 2010.

1. We have deliberately taken a conservative estimate of our KPIs. We hope to exceed these but do not wish to over-promise where we do not yet have a significant track record of execution through the *delivery system*. We are happy to update our KPIs accordingly after year 1.
2. Equestrian sport has a traditionally high retention rate. For every participant who is introduced in a positive way to equestrian sport, our statistics suggest (*BETA National Equestrian Survey 2005/06*) we achieve a high retention rate (self-determined lifelong participation) across all age groups. Equestrian participants typically come to love what they do with equines as a permanent lifestyle choice (even a lifestyle immersion!) and continue active participation through adulthood, late adulthood, and even into their retirement years. This also translates into volunteer retention figures, as evidenced by the massive voluntary contribution of enthusiasts throughout all disciplines across the country. In addition, we believe we may have a significantly lower drop-out rate in teenage years compared with many other sports, especially for girls and young women. If this application is successful, we intend to monitor and research this aspect to confirm our beliefs and to provide comparative evidence to inform our partner investors for future decision-making.
3. In addition to the main role of direct coaching by the Regional coaches directly employed in this Plan, these coaches will also naturally form a leading part of the emerging UKCC Coach Education network. By providing structured Coach Education, CPD and Mentoring, they (with the support of the National Development Manager, the Discipline-Specific Advisors, and the local Member Body experts and volunteers on the ground) will be embedding long-term sustainability. This will be achieved through educating, and up-skilling the existing network of coaches and volunteers into a higher quality and more coherent action force for decades to come, as we progressively put genuine LTAD pathways in place for each of our 10 disciplines, and integrate cross-discipline principles and good practice (see the BEF LTAD Framework 2006).
4. To embed the above sustainability we shall be enabling and providing sports qualifications of various types, including UKCC, as widely as possible.
5. We intend to generate the income required to fund the Regional Lead Coaches through:
  - the participant contributions we expect to increasingly generate over time (33%)
  - direct Member Body investment from their membership subscriptions and other sources (33%)
  - the BEF Strategic Plan 2009-14, including an element of Whole Sport Plan investment (33%)

#### 4. RISKS

Sport England South West may regard the fact that specific locations are yet to be identified as a risk within this application. The BEF can indeed identify the locations of the **total population** of existing 'environments' (for example there are 194 'clubs' in the South West Region as detailed above).

However, equestrian sport and recreation does not fit the traditional model of an NGB 'Club' structure. What the sport requires, delivered through this Plan, is to develop **prioritised parts of the existing network** which, once connected and synergised, create a new set of genuine high-quality *BEF Development Environments*. For instance see Figures 2 and 3 , the *Development Environment (Regional)* and *Development Environment (Local)*, where we use **some parts of some existing** 'clubs' or establishments together to form one of our five types of Development Environment, subject to certain prioritisation criteria.

It is well documented that the BEF has been trying for some time, as part of its Whole Sport/One-Stop Plan, to resource a network of BEF Development Officers to provide a regional and county interface with our partners, where currently we only have an effective national interface. The synergy of identified priority aspects of the existing network into regionalised and localised Development Environments requires firstly a local audit and evaluation, and secondly some local networking effort, that is currently beyond the immediate resource ability of the national office of the NGB.

This problem is solved as the Regional Lead Coach and Discipline-Specific Coaches work with the new National Development Officer, National Discipline-Specific Advisors, National Head of Sports Development, and local Member Body representatives to finalise this prioritisation of specific locations into identified BEF Development Environments.

Therefore, with respect to the unique nature of a high-quality Development Environment in the sport and in our Plan, we request that our Plan is accepted even though specific locations are not yet defined. To have to identify these locations before a sound local prioritisation can be effectively conducted would be to miss the real potential of this Plan over the next three years and beyond.

The wider issue of a current lack of Regional/County Development Officers to interface and connect with the regional delivery systems is being pursued continuously as an NGB priority, through One-Stop Plans, CIF, Building Capacity and Workforce Development Planning, as well as through internal channels.

## 5. KPIs

We have considered the KPIs for this programme and have included conservative figures. We may be able to exceed these results significantly, but do not wish to promise more than we can deliver. To the extent that KPI 1 may be lower than some sports is perhaps an indication that participant group size is ultimately limited in equestrian sport, but please note that lifelong retention rates of participants who are properly introduced to equestrian sport and leisure are expected to be high; hence the impact of our programme on long-term participation rates can be higher than for sports with a higher initial impact, but a high expected drop-out rate.

KPIs are broken into two aspects:

- KPIs relative to direct delivery of the coaching and development environments
- KPIs relative to this, plus the effective wider impact of coach education/mentoring, extending good practice through cultural effects, and developing the wider network of high-quality environments.

### **Option B in case of reduced funding availability (see below)**

Further to discussion with your Region in January/February 2007, the BEF is submitting an *Option B* to its funding application for the South West, in case the Regional Sports Board wishes to support the BEF plan but does not have the means to respond fully to the BEF's request for funding in that region.

We have considered the possibilities and now offer Option B KPIs to demonstrate how an Option B plan could still achieve some good outcomes, but with a significantly reduced cost to the Regional Sports Board. The reductions in costs are given in the updated Regional Financial Sheet (attached). In brief, this reduces the Regional Sport England template contribution from £64,000pa. x3 years = £192,000 to £22,500pa. x3 years = £67,500. The negative impact on our KPIs for this programme have been considered and minimised and are given below in the regional KPIs table.

## 6. OPTIONAL SECONDARY FUNDING BID

We have added to the detailed regional bid spreadsheet a second reduced cost option for the RSB to consider as an alternative to the primary application should total resource not allow for consideration of the full plan. We regard this lower cost option as being a minimum to enable us to deliver against this plan without compromising the outcomes to too great an extent.

## REGIONAL PROFILE – SOUTH EAST

*This page should be considered as supplementary to the main document (pgs 1-12) that should be considered in full*

**Updated (1 Feb 07) following recent engagement with regional Sport England officers**

### NUMBER OF RIDERS

South East & East – **23% of total riding population in England** (989,000 people)  
Base = 4.3 million people rode in Britain during 2005  
*BETA National Equestrian Survey 2005/06*

### NUMBER OF RIDING ENVIRONMENTS

- South East – **108 British Horse Society Registered Riding Establishments** (22% of British Horse Society Registered Establishments in England)
- South East – **48 Pony Club Centres** (14% of Pony Club Centres in England)
- South East – **85 Riding for the Disabled Groups** (22% of Riding for the Disabled Groups in England)
- Additionally there are **facility and competition networks across the region** providing for a number of the disciplines

Further to our useful and positive ‘cluster meetings’ and individual meetings with Sport England regional officers from 26 January 2007, we are now pleased to present this updated information for your Region, which covers the following:

1. An updated job specification for the Regional Lead Coach
2. A clear articulation of the Coaches and Development Environments (increased to 5 from 2) that we shall deliver through this application
3. Our plans for sustainability
4. An analysis of the potential risks associated with the project
5. Suggested KPI targets relative not only to direct delivery of coaching and the development environments, but also to an indirect impact through coach education/mentoring and developing a wider network of high-quality environments
6. An optional reduced funding bid should total resource not allow for the full application to be accepted

### 1. ROLE OF THE REGIONAL LEAD COACH

Each region will establish a full-time BEF Regional Lead Coach to drive the delivery of the regional/county/local environments and networks. Working with the National Development Manager, and with support from the Federation’s Member Bodies and the BEF Executive, and with local/regional support from Member Body representatives, this Coach will deliver or manage the delivery of:

- Direct coaching in support of the Development Environments
- Coach mentoring and CPD for the discipline-specific Coaches identified for development through this application and a wider network of support coaches to ensure sustainability after April 2010 (see attached financial spreadsheet note l).
- Five Development Environments (one School Linked, one out-of-school, one non-Olympic, one Disabled and one Olympic), establishing high quality discipline-specific Coaches where specialists are required
- Recruitment of participants into the Development Environment network via opportunities to ride (see attached financial spreadsheet note c)
- Access to equines, facilities, equipment and high-quality coaching (see attached financial spreadsheet notes d, e, f, g)
- Periodised development programmes for ‘participants’, including broader rider and parent education (see attached financial spreadsheet note h)
- Provision of advice regarding competition access and pre-competition training for local enthusiasts (see attached financial spreadsheet note i)
- LTAD pathways in all ten specialised disciplines through cascading national learning with support provided by the BEF Non-Olympic Discipline Adviser(s)

In addition it is anticipated that as a result of developing an in depth understanding of equestrian sport in their region the BEF Regional Lead Coach would be in a strong position to:

- Contribute information to County Sports Partnerships regarding Workforce Development Plans (WDP) to enable support for Capacity-Building and joint BEF/CSP planning

- Support volunteer recruitment, development, retention programmes relating to supporting high quality coaches and development environments (see attached financial spreadsheet note k).
- Provide information to facility providers to ensure child-friendly, social, business-sustainable environments/facilities through for example education and training courses (see attached financial spreadsheet note j)

## **2. WHAT WOULD BE DELIVERED WITH SUPPORT FROM SPORT ENGLAND SOUTH EAST**

- One full time Regional Lead Coach who will deliver coaching and support the development of discipline specific coaches within the development environments identified across the region.
- Identification and development of two further discipline-specific high quality Coaches to underpin the environments identified as priorities below
- Identification and development of a range of further coaches to deliver high quality coaching throughout the wider network across the region
- At least one of each of the following types of Development Environment:

### **1. Development Environment 1 (LTAD Stage 1)**

Secondary/primary schools linked to riding schools to provide access to riding and basic horse care learning for children from urban and socially deprived areas. Groups of children would be provided with weekly sessions over the period of a term. This model has been piloted very successfully and the BEF would aim to roll out the programme, supported by the Regional lead Coach, should this application prove successful. Evidence from the pilots suggests that participants are engaged and inspired to continue their participation beyond the initial introduction period. We would aim to target and prioritise from Milton Keynes and Basingstoke in the South East Midlands.

### **2. Development Environment 2 (LTAD Stage 1)**

Pony Club Centres. Traditionally the social and development opportunities offered to children through the Pony Club have been limited primarily to those fortunate enough to own their own horse/pony. Recognising this, the Pony Club Centre scheme has been introduced to provide the benefits of Pony Club membership to children unable to own a horse/pony. Pony Club Centres are based at established riding centres and enable children to benefit from the social environment, progression tests, and competition opportunities offered through the Pony Club structure using horses and ponies owned by the centre. The BEF would further extend this scheme, supported by the Regional Lead Coach, with a particular focus on urban areas and would seek to create links with the model detailed above where possible and appropriate.

### **3. Development Environment 3 (LTAD Stage 1)**

The non-Olympic Disciplines are generally not well catered for in terms of access to facilities and coaching. Established riding centres will be identified and supported to provide facilities for at least two of the disciplines with coaching delivered by the discipline specific coaches identified and developed as a result of this application. As an example there is potential to support the development of the discipline of Reining in Kent as a result of an existing base of knowledge.

### **4. Development Environment 4 (LTAD Stages 1 & 2)**

As previously stated equestrian sport provides a significant level of access to those with disabilities. However their development is often restricted due to limited access to specialist coaches and adequate facilities. The Regional Lead Coach will deliver direct coaching and would support the RDA to identify coaches and deliver training and CPD to develop specialist coaches able to support RDA Groups across the region. In addition to specialist coaching, participants wishing to progress further will be supported through provision of advice and access to facilities.

### **5. Development Environment 5 (LTAD Stage 1)**

The Regional Lead Coach will support the delivery of development programmes that will provide participants from across the Olympic disciplines with access to high quality coaching (delivered by the Regional Lead Coach in part) on a regular basis. The Olympic disciplines are strongly represented in this region.

## **3. SUSTAINABILITY**

For the BEF this is not simply an application for funding. It will deliver not only a direct impact on high-quality coaching provision and hence participation, but is part of an overall strategy to deliver long-term sustainable success for participation in the sport. In this respect this application is a lynch-pin in the next stage of development of the sport and the NGB. The Federation has made great strides in the last few years as we work to:

- create a unified body of 16 independent Member Bodies
- seek to further co-ordinate our 10 sporting disciplines

- engage more effectively with our regional, county and local level partners despite some unique challenges in our sport.

As a result of significant progress the BEF now has this *2007-2016 Club, Coach and Participant Development Plan*, and the introduction to this application outlines how Sport England and RSB support, through this application, will provide a **significant acceleration and sustainability** to our plans.

We have a clear vision for how this sustainability will be achieved past March 2010.

1. We have deliberately taken a conservative estimate of our KPIs. We hope to exceed these but do not wish to over-promise where we do not yet have a significant track record of execution through the *delivery system*. We are happy to update our KPIs accordingly after year 1.
2. Equestrian sport has a traditionally high retention rate. For every participant who is introduced in a positive way to equestrian sport, our statistics suggest (*BETA National Equestrian Survey 2005/06*) we achieve a high retention rate (self-determined lifelong participation) across all age groups. Equestrian participants typically come to love what they do with equines as a permanent lifestyle choice (even a lifestyle immersion!) and continue active participation through adulthood, late adulthood, and even into their retirement years. This also translates into volunteer retention figures, as evidenced by the massive voluntary contribution of enthusiasts throughout all disciplines across the country. In addition, we believe we may have a significantly lower drop-out rate in teenage years compared with many other sports, especially for girls and young women. If this application is successful, we intend to monitor and research this aspect to confirm our beliefs and to provide comparative evidence to inform our partner investors for future decision-making.
3. In addition to the main role of direct coaching by the Regional coaches directly employed in this Plan, these coaches will also naturally form a leading part of the emerging UKCC Coach Education network. By providing structured Coach Education, CPD and Mentoring, they (with the support of the National Development Manager, the Discipline-Specific Advisors, and the local Member Body experts and volunteers on the ground) will be embedding long-term sustainability. This will be achieved through educating, and up-skilling the existing network of coaches and volunteers into a higher quality and more coherent action force for decades to come, as we progressively put genuine LTAD pathways in place for each of our 10 disciplines, and integrate cross-discipline principles and good practice (see the BEF LTAD Framework 2006).
4. To embed the above sustainability we shall be enabling and providing sports qualifications of various types, including UKCC, as widely as possible.
5. We intend to generate the income required to fund the Regional Lead Coaches through:
  - the participant contributions we expect to increasingly generate over time (33%)
  - direct Member Body investment from their membership subscriptions and other sources (33%)
  - the BEF Strategic Plan 2009-14, including an element of Whole Sport Plan investment (33%)

#### 4. RISKS

Sport England South East may regard the fact that specific locations are yet to be identified as a risk within this application. The BEF can indeed identify the locations of the **total population** of existing 'environments' (for example there are 241 'clubs' in the East Region as detailed above).

However, equestrian sport and recreation does not fit the traditional model of an NGB 'Club' structure. What the sport requires, delivered through this Plan, is to develop **prioritised parts of the existing network** which, once connected and synergised, create a new set of genuine high-quality *BEF Development Environments*. For instance see Figures 2 and 3, the *Development Environment (Regional)* and *Development Environment (Local)*, where we use **some parts of some existing** 'clubs' or establishments together to form one of our five types of Development Environment, subject to certain prioritisation criteria.

It is well documented that the BEF has been trying for some time, as part of its Whole Sport/One-Stop Plan, to resource a network of BEF Development Officers to provide a regional and county interface with our partners, where currently we only have an effective national interface. The synergy of identified priority aspects of the existing network into regionalised and localised Development Environments requires firstly a local audit and evaluation, and secondly some local networking effort, that is currently beyond the immediate resource ability of the national office of the NGB.

This problem is solved as the Regional Lead Coach and Discipline-Specific Coaches work with the new National Development Officer, National Discipline-Specific Advisors, National Head of Sports Development, and local Member Body representatives to finalise this prioritisation of specific locations into identified BEF Development Environments.

Therefore, with respect to the unique nature of a high-quality Development Environment in the sport and in our Plan, we request that our Plan is accepted even though specific locations are not yet defined. To have to identify

these locations before a sound local prioritisation can be effectively conducted would be to miss the real potential of this Plan over the next three years and beyond.

The wider issue of a current lack of Regional/County Development Officers to interface and connect with the regional delivery systems is being pursued continuously as an NGB priority, through One-Stop Plans, CIF, Building Capacity and Workforce Development Planning, as well as through internal channels.

## **5. KPIs**

We have considered the KPIs for this programme and have included conservative figures. We may be able to exceed these results significantly, but do not wish to promise more than we can deliver. To the extent that KPI 1 may be lower than some sports is perhaps an indication that participant group size is ultimately limited in equestrian sport, but please note that lifelong retention rates of participants who are properly introduced to equestrian sport and leisure are expected to be high; hence the impact of our programme on long-term participation rates can be higher than for sports with a higher initial impact, but a high expected drop-out rate.

KPIs are broken into two aspects:

- KPIs relative to direct delivery of the coaching and development environments
- KPIs relative to this, plus the effective wider impact of coach education/mentoring, extending good practice through cultural effects, and developing the wider network of high-quality environments.

### **Option B in case of reduced funding availability (see below)**

Further to meeting with your Region in January/February 2007, it has been suggested that the BEF also considers an *Option B* to its funding application for each region, in case the Regional Sports Board wishes to support the BEF plan but does not have the means to respond fully to the BEF's request for funding in that region.

We have considered the possibilities and now offer regions Option B KPIs to demonstrate how an Option B plan could still achieve some good outcomes, but with a reduced cost to the Regional Sports Board. The reductions in costs are given in the updated Regional Financial Sheet (attached). In brief, this reduces the Regional Sport England template contribution from £64,000pa. x3 years = £192,000 to £39,500pa. x3 years = £118,500. The negative impact on our KPIs for this programme have been considered and minimised and are given in the regional KPI table.

## **6. OPTIONAL SECONDARY FUNDING BID**

We have added to the detailed regional bid spreadsheet a second reduced cost option for the RSB to consider as an alternative to the primary application should total resource not allow for consideration of the full plan. We regard this lower cost option as being a minimum to enable us to deliver against this plan without compromising the outcomes to too great an extent.

## REGIONAL PROFILE – LONDON

*This page should be considered as supplementary to the main document (pgs 1-12) that should be considered in full*

**Updated (1 Feb 07) following recent engagement with regional Sport England officers**

### NUMBER OF RIDERS

London – **10% of total riding population in England** (430,000 people)  
Base = 4.3 million people rode in Britain during 2005  
*BETA National Equestrian Survey 2005/06*

### NUMBER OF RIDING ENVIRONMENTS

- London – **28 British Horse Society Registered Riding Establishments** (6% of British Horse Society Registered Establishments in England)
- London – **7 Pony Club Centres** (2% of Pony Club Centres in England)
- London – **23 Riding for the Disabled Groups** (6% of Riding for the Disabled Groups in England)
- Additionally there are limited **facility and competition networks across London** providing for some of the disciplines

*NB. There has been significant pressure on riding schools in London in recent years which has resulted in insufficient provision of opportunities to ride and therefore high demand not being serviced well. The BEF London 2012 Legacy Advisory Group has identified a range of opportunities to increase levels of equestrian related activity in London as a result of winning the bid to host the Olympic and Paralympic Games – the group will report to the BEF Board in February 2007*

Further to our useful and positive 'cluster meetings' and individual meetings with Sport England regional officers from 26 January 2007, we are now pleased to present this updated information for your Region, which covers the following:

1. An updated job specification for the Regional Lead Coach
2. A clear articulation of the Coaches and Development Environments (increased to 5 from 2) that we shall deliver through this application
3. Our plans for sustainability
4. An analysis of the potential risks associated with the project
5. Suggested KPI targets relative not only to direct delivery of coaching and the development environments, but also to an indirect impact through coach education/mentoring and developing a wider network of high-quality environments
6. An optional reduced funding bid should total resource not allow for the full application to be accepted

### 1. ROLE OF THE REGIONAL LEAD COACH

Each region will establish a full-time BEF Regional Lead Coach to drive the delivery of the regional/county/local environments and networks. Working with the National Development Manager, and with support from the Federation's Member Bodies and the BEF Executive, and with local/regional support from Member Body representatives, this Coach will deliver or manage the delivery of:

- Direct coaching in support of the Development Environments
- Coach mentoring and CPD for the discipline-specific Coaches identified for development through this application and a wider network of support coaches to ensure sustainability after April 2010 (see attached financial spreadsheet note I).
- Five Development Environments (one School Linked, one out-of-school, one non-Olympic, one Disabled and one Olympic), establishing high quality discipline-specific Coaches where specialists are required
- Recruitment of participants into the Development Environment network via opportunities to ride (see attached financial spreadsheet note c)
- Access to equines, facilities, equipment and high-quality coaching (see attached financial spreadsheet notes d, e, f, g)
- Periodised development programmes for 'participants', including broader rider and parent education (see attached financial spreadsheet note h)
- Provision of advice regarding competition access and pre-competition training for local enthusiasts (see attached financial spreadsheet note i)
- LTAD pathways in all ten specialised disciplines through cascading national learning with support provided by the BEF Non-Olympic Discipline Adviser(s)

In addition it is anticipated that as a result of developing an in depth understanding of equestrian sport in their region the BEF Regional Lead Coach would be in a strong position to:

- Contribute information to County Sports Partnerships regarding Workforce Development Plans (WDP) to enable support for Capacity-Building and joint BEF/CSP planning
- Support volunteer recruitment, development, retention programmes relating to supporting high quality coaches and development environments (see attached financial spreadsheet note k).
- Provide information to facility providers to ensure child-friendly, social, business-sustainable environments/facilities through for example education and training courses (see attached financial spreadsheet note j)

## **2. WHAT WOULD BE DELIVERED WITH SUPPORT FROM SPORT ENGLAND LONDON**

- One full time Regional Lead Coach who will deliver coaching and support the development of discipline specific coaches within the development environments identified across the region.
- Identification and development of two further discipline-specific high quality Coaches to underpin the environments identified as priorities below
- Identification and development of a range of further coaches to deliver high quality coaching throughout the wider network across the region
- At least one of each of the following types of Development Environment:

### **1. Development Environment 1 (LTAD Stage 1)**

Secondary/primary schools linked to riding schools to provide access to riding and basic horse care learning for children from urban and socially deprived areas. Groups of children would be provided with weekly sessions over the period of a term. This model has been piloted very successfully in London and the BEF would aim to roll out the programme, supported by the Regional lead Coach, should this application prove successful. Evidence from the pilots suggests that participants are engaged and inspired to continue their participation beyond the initial introduction period.

### **2. Development Environment 2 (LTAD Stage 1)**

Pony Club Centres. Traditionally the social and development opportunities offered to children through the Pony Club have been limited primarily to those fortunate enough to own their own horse/pony. Recognising this, the Pony Club Centre scheme has been introduced to provide the benefits of Pony Club membership to children unable to own a horse/pony. Pony Club Centres are based at established riding centres and enable children to benefit from the social environment, progression tests, and competition opportunities offered through the Pony Club structure using horses and ponies owned by the centre. The BEF would further extend this scheme across London, supported by the Regional Lead Coach, and would seek to create links with the model detailed above where possible and appropriate.

### **3. Development Environment 3 (LTAD Stage 1)**

The non-Olympic Disciplines are generally not well catered for in terms of access to facilities and coaching. This is particularly the case in London currently. Established riding centres will be identified and supported to provide facilities for at least two of the disciplines with coaching delivered by the discipline specific coaches identified and developed as a result of this application.

### **4. Development Environment 4 (LTAD Stages 1 & 2)**

As previously stated equestrian sport provides a significant level of access to those with disabilities. However their development is often restricted due to limited access to specialist coaches and adequate facilities. The Regional Lead Coach will deliver direct coaching and would support the RDA to identify coaches and deliver training and CPD to develop specialist coaches able to support RDA Groups across the region. In addition to specialist coaching, participants wishing to progress further will be supported through provision of advice and access to facilities.

### **5. Development Environment 5 (LTAD Stage 1)**

The Regional Lead Coach will support the delivery of development programmes that will provide participants from across the Olympic disciplines with access to high quality coaching (delivered by the Regional Lead Coach in part) on a regular basis. Olympic disciplines are under represented in London due to serious lack of adequate coaches and facilities.

## **3. SUSTAINABILITY**

For the BEF this is not simply an application for funding. It will deliver not only a direct impact on high-quality coaching provision and hence participation, but is part of an overall strategy to deliver long-term sustainable success for participation in the sport. In this respect this application is a lynch-pin in the next stage of development of the sport and the NGB. The Federation has made great strides in the last few years as we work to:

- create a unified body of 16 independent Member Bodies
- seek to further co-ordinate our 10 sporting disciplines
- engage more effectively with our regional, county and local level partners despite some unique challenges in our sport.

As a result of significant progress the BEF now has this *2007-2016 Club, Coach and Participant Development Plan*, and the introduction to this application outlines how Sport England and RSB support, through this application, will provide a **significant acceleration and sustainability** to our plans.

We have a clear vision for how this sustainability will be achieved past March 2010.

1. We have deliberately taken a conservative estimate of our KPIs. We hope to exceed these but do not wish to over-promise where we do not yet have a significant track record of execution through the *delivery system*. We are happy to update our KPIs accordingly after year 1.
2. Equestrian sport has a traditionally high retention rate. For every participant who is introduced in a positive way to equestrian sport, our statistics suggest (*BETA National Equestrian Survey 2005/06*) we achieve a high retention rate (self-determined lifelong participation) across all age groups. Equestrian participants typically come to love what they do with equines as a permanent lifestyle choice (even a lifestyle immersion!) and continue active participation through adulthood, late adulthood, and even into their retirement years. This also translates into volunteer retention figures, as evidenced by the massive voluntary contribution of enthusiasts throughout all disciplines across the country. In addition, we believe we may have a significantly lower drop-out rate in teenage years compared with many other sports, especially for girls and young women. If this application is successful, we intend to monitor and research this aspect to confirm our beliefs and to provide comparative evidence to inform our partner investors for future decision-making.
3. In addition to the main role of direct coaching by the Regional coaches directly employed in this Plan, these coaches will also naturally form a leading part of the emerging UKCC Coach Education network. By providing structured Coach Education, CPD and Mentoring, they (with the support of the National Development Manager, the Discipline-Specific Advisors, and the local Member Body experts and volunteers on the ground) will be embedding long-term sustainability. This will be achieved through educating, and up-skilling the existing network of coaches and volunteers into a higher quality and more coherent action force for decades to come, as we progressively put genuine LTAD pathways in place for each of our 10 disciplines, and integrate cross-discipline principles and good practice (see the BEF LTAD Framework 2006).
4. To embed the above sustainability we shall be enabling and providing sports qualifications of various types, including UKCC, as widely as possible.
5. We intend to generate the income required to fund the Regional Lead Coaches through:
  - the participant contributions we expect to increasingly generate over time (33%)
  - direct Member Body investment from their membership subscriptions and other sources (33%)
  - the BEF Strategic Plan 2009-14, including an element of Whole Sport Plan investment (33%)

#### 4. RISKS

Sport England London may regard the fact that specific locations are yet to be identified as a risk within this application. The BEF can indeed identify the locations of the **total population** of existing 'environments' (for example there are 58 'clubs' in the London Region as detailed above).

However, equestrian sport and recreation does not fit the traditional model of an NGB 'Club' structure. What the sport requires, delivered through this Plan, is to develop **prioritised parts of the existing network** which, once connected and synergised, create a new set of genuine high-quality *BEF Development Environments*. For instance see Figures 2 and 3, the *Development Environment (Regional)* and *Development Environment (Local)*, where we use **some parts of some existing** 'clubs' or establishments together to form one of our five types of Development Environment, subject to certain prioritisation criteria.

It is well documented that the BEF has been trying for some time, as part of its Whole Sport/One-Stop Plan, to resource a network of BEF Development Officers to provide a regional and county interface with our partners, where currently we only have an effective national interface. The synergy of identified priority aspects of the existing network into regionalised and localised Development Environments requires firstly a local audit and evaluation, and secondly some local networking effort, that is currently beyond the immediate resource ability of the national office of the NGB.

This problem is solved as the Regional Lead Coach and Discipline-Specific Coaches work with the new National Development Officer, National Discipline-Specific Advisors, National Head of Sports Development, and local Member Body representatives to finalise this prioritisation of specific locations into identified BEF Development Environments.

Therefore, with respect to the unique nature of a high-quality Development Environment in the sport and in our Plan, we request that our Plan is accepted even though specific locations are not yet defined. To have to identify these locations before a sound local prioritisation can be effectively conducted would be to miss the real potential of this Plan over the next three years and beyond.

The wider issue of a current lack of Regional/County Development Officers to interface and connect with the regional delivery systems is being pursued continuously as an NGB priority, through One-Stop Plans, CIF, Building Capacity and Workforce Development Planning, as well as through internal channels.

## **5. KPIs**

We have considered the KPIs for this programme and have included conservative figures. We may be able to exceed these results significantly, but do not wish to promise more than we can deliver. To the extent that KPI 1 may be lower than some sports is perhaps an indication that participant group size is ultimately limited in equestrian sport, but please note that lifelong retention rates of participants who are properly introduced to equestrian sport and leisure are expected to be high; hence the impact of our programme on long-term participation rates can be higher than for sports with a higher initial impact, but a high expected drop-out rate.

KPIs are broken into two aspects:

- KPIs relative to direct delivery of the coaching and development environments
- KPIs relative to this, plus the effective wider impact of coach education/mentoring, extending good practice through cultural effects, and developing the wider network of high-quality environments.

### **Option B in case of reduced funding availability (see below)**

Further to meeting with your Region in January/February 2007, it has been suggested that the BEF also considers an *Option B* to its funding application for each region, in case the Regional Sports Board wishes to support the BEF plan but does not have the means to respond fully to the BEF's request for funding in that region.

We have considered the possibilities and now offer regions Option B KPIs to demonstrate how an Option B plan could still achieve some good outcomes, but with a reduced cost to the Regional Sports Board. The reductions in costs are given in the updated Regional Financial Sheet (attached). In brief, this reduces the Regional Sport England template contribution from £64,000pa. x3 years = £192,000 to £39,500pa. x3 years = £118,500. The negative impact on our KPIs for this programme have been considered and minimised and are given in the regional KPI table.

## **6. OPTIONAL SECONDARY FUNDING BID**

We have added to the detailed regional bid spreadsheet a second reduced cost option for the RSB to consider as an alternative to the primary application should total resource not allow for consideration of the full plan. We regard this lower cost option as being a minimum to enable us to deliver against this plan without compromising the outcomes to too great an extent.