



BRITISH
EQUESTRIAN
FEDERATION



**THE BRITISH EQUESTRIAN
FEDERATION
STRATEGIC PLAN TO 2009**
UPDATED MAY 2007

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The British Equestrian Federation

Strategic Plan to 2009

Updated May 2007

Leading British Equestrianism to

More People, More Horses, More Places, More Medals

FULL AND ASSOCIATE MEMBERS:

- Association of British Riding Schools (ABRS)
- British Equestrian Vaulting (BEV)
- British Eventing (BE)
- British Horseball Association (BHA)
- British Reining (BR)
- Endurance GB (EGB)
- The Pony Club (TPC)
- Scottish Equestrian Association (SEA)
- British Dressage (BD)
- British Equestrian Trade Association (BETA)
- British Horse Driving Trials Association (BHDTA)
- British Horse Society (BHS)
- British Show Jumping Association (BSJA)
- Mounted Games Association of GB (MGA)
- Riding for the Disabled Association (RDA)
- UK Polocrosse Association (UKPA)

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In addition to the many individuals and partner agencies who have contributed to this work, the BEF would particularly like to thank the researchers (and those who commission them) of those reports and surveys that we have referenced throughout this document. The data provided about our industry and interests has proved extremely valuable and the Plan benefits significantly as a result.

Foreword

This is an updated version of the British Equestrian Federation's Strategic Plan 2005 – 2009. It is not intended to be a new plan and where we make modest additions or amendments they are essential in order to help us maintain our momentum and original strategic direction.

The main reason why it has become necessary to produce this revised plan is change. That is change, meaning progress we have made and change external to the Federation. What has certainly not changed is that although this is a strategy for the British Equestrian Federation, it seeks to have a wider interest and purpose – to engage with and promote the equestrian industry as a whole.

The equestrian industry is undoubtedly growing, as you will see from the detail in the new research that was not available to us when the original plan was written. This opens new opportunities for the equestrian world and our revisions account for this growth. We are able to make improvements to the strategy where the detail of our knowledge has been improved.

The progress we have made against the original strategic plan has been substantial and we have learnt a great deal as a result. We are, however, still heading in very much the same direction and our overall objectives remain the same. The opportunities and challenges that have been presented to us must be grasped and used to continue on this journey, encapsulated in our vision: More People, More Horses, More Places and More Medals.

Section 1:

Introduction and overview of the British equestrian industry

1.1 Purpose and audience for this document

1.1.1 Purpose

This is not a new Plan. It is an updated version of the 2005-2009 Strategic Plan. The purpose of this updated BEF Strategic Plan is:

- to reiterate the original Plan's strategic intent and direction
- to reaffirm what the BEF is, and what it's for
- to recognise some significant progress since the original Plan was written
- to recognise some changes in the industry and in the external environment since the original Plan was written (not least London winning the 2012 Olympic/Paralympic bid)
- to make some modest additions and amendments in response to these changes
- to present the above in a way that is useful to our member bodies and our many partner organisations.

1.1.2 Audience

Most importantly this is a strategy for the British Equestrian Federation but also seeks to promote and support all equestrian sport and recreational activity throughout Great Britain. This is a task for everyone with an interest in the future of the sport. In that respect the audience for this document includes such partners and key stakeholders as:

- Government departments, whether covering Great Britain or one or more of the Home Nations (eg. DCMS, Defra, SERAD, SCNI, DfES, DoH and their regional offices), the Scottish Executive and the Welsh Assembly
- National Sports Councils and Institutes (UK and Home Nation) and Sport England regions
- British Olympic Association
- British Paralympic Association

- Regional Development Agencies in England
- Regional Sports Boards in England
- County Sports Partnerships/Networks in England and similar networks in the Home Countries
- Local Authorities across Great Britain (eg. planning, environment, leisure/sport departments)
- National Sector Skills Councils and other national agencies eg. SkillsActive (UK) and Learning and Skills Councils (England), LANTRA
- Our 16 independent BEF Member Bodies
- other bodies, for example:
 - British Horseracing Authority
 - Breed Societies
 - Equine Colleges
 - National Riding Festival
 - British University Equestrian Sport/UCS
 - FEI
 - IGEQ
- individual equestrian organisations
- all individuals involved or interested in the future of equestrian sport and recreation, and
- many others not mentioned here.

We hope this Plan provides many signposts for how our various partners and stakeholders can, and would want to, support the implementation of this Plan for the benefit of mutual objectives.

1.2 Scope and context of this Plan

While the British Equestrian Federation, with its 16 member bodies, is the Government-recognised national governing body of sport for equestrianism in Britain, the Federation also exists within a wider geography, industry and culture. Therefore in order to establish a scope and context for this plan:

- Annex 6 provides the reader with some notes of definition on terms used in the main document, namely: 'horse', 'pony', 'equine', 'equestrianism' (which does not include horse racing), 'British', 'rider', 'driver', 'vaulter', 'coach', 'instructor', 'teacher', 'trainer'
- Annex 7 recognises the world context, and
- Annex 8 offers some greater detail about the horse industry in Britain than is given in the main document here.

1.3 Scale of the British equestrian industry

“What we can be sure of... is that the horse industry contributes significantly to the social and economic fabric of rural Britain and its importance is set to grow as consumers seek new leisure pursuits” ... “50% of frequent riders now come from urban homes.”

(BETA National Equestrian Survey 2005/6).

1.3.1 Research

Recent research on the scale of the equestrian industry includes:

- Defra/BHIC/Henley Centre 'Joint Research on the Horse Industry in Britain' (2003/4) (which led to the 'Strategy for the Horse Industry in England and Wales')
- BETA National Equestrian Survey 2005/6 (updating the 1999 and 1995 versions)
- Sport England Active People Survey 2005/6,
- and others.

These pieces of research show just how large and important equestrianism is to our sporting, environmental and economic landscape.

1.3.2 The Riding Population

The BETA Survey 2005/6 showed:

- 4.3 million people rode a horse/pony in 2005
- 2.1 million people ride at least once a month, up from 1.4 million in 1999.

According to Active People, Equestrianism is the 15th largest adult participation activity in England (including walking and the various popular personal fitness activities - Sport England 'Active People' Survey, 2006) with over 400,000 people over 16 years riding in the previous four weeks in England. With a 31% child participation ratio (BETA Survey 2005/6), this brings the 401,000 England participation figure up to 581,000 including children. With a fairly uniform distribution of activity across the whole of Britain (ie. including Scotland and Wales), this puts Equestrianism around the Top 10 of British participation sports.

This scale of participation is further supported by the BETA Survey 2005/6 which suggests 2.1 million riders, drivers and vaulters participating once per month or more frequently in Britain.

The ActivePeople research for England (results are likely to be reflected quite closely across Britain) also showed the benefits of involvement in equestrian activity on social activity targets. The high level of willingness and desire to receive instruction/coaching may be particularly worthy of note:

SPORT ENGLAND AREA OF INTEREST (KPI: KEY PERFORMANCE INDICATOR)	ALL ADULTS	PERCENTAGE OF ADULTS WHO TAKE PART IN EQUESTRIAN SPORT AND LEISURE
KPI 1: At least 3 days a week x 30 minutes moderate participation	21.0%	65.8%
KPI 2: At least one hour a week volunteering to support sport	4.7%	12.7%
KPI 4: Received tuition from an instructor or coach in the last 12 months	18.0%	56.1%
KPI 5: Taken part in organised competitive sport in the last 12 months	15.0%	38.3%
KPI 6: Satisfaction with local sports provision	Satisfied: 69.5%	67.7%
	Neither satisfied nor dissatisfied: 13.2%	14.2%
	Dissatisfied: 17.2%	18.1%

The breakdown of equestrian participants identified in the Active People survey is as follows:

TYPE OF EQUESTRIAN ACTIVITY	NUMBER OF PARTICIPANTS
General riding	304,254
Show Jumping	33,806
Dressage	33,806
Pony Trekking	22,537
Three-day eventing	7,512
Total	401,915

1.3.3 The Equine population

- Horse Population 1.3 million
- Horse Owners: 720,000 owners or 'primary carers'; which represents 3% of GB households and growing.

1.3.4 Riding frequency

- The average non horse-owning rider rides on 40 days per annum; horse-owning riders average 208 days, making a total of 223 million riding occasions per annum. Non-owners account for 44% of this total
- 95% of riders take part all year round (up from 61% in 1995)

1.3.5 Coaching, Teaching and Instruction

There are around 40,000 people engaged (qualified or unqualified) in some way in the training, teaching and instruction of riders, drivers and vaulters (General Household Survey 2003).

In terms of defining the coaching market more specifically, if we use the BETA survey data and also estimate that:

0.6 million of the 2.1 million frequent riders do not want coaching, and coaching occurs on 30% of rider sessions then the total market for coaching sessions = 46 million coaching sessions pa (see BEF Coaching Development Strategy)

Assuming each coach provides 13 contact hours per week (of which 50% is 1:1 and 50% is groups of 6) then the equestrian system requires 19,470 active, qualified and committed coaches available to satisfy current demand.

1.3.6 Equestrian employment and economy

- Direct employment in the industry is estimated at 39,100, 81% of which are full-time (BETA Survey) – a rapid growth of 56% since 1999. The Defra/BHIC/Henley Centre 'Joint Research on the Horse Industry in Britain' (2003/4) estimated direct employment at 50,000 and indirect employment of between 150,000-250,000
- The economic value of the Horse Sector (consumer and professional) is estimated at £4bn pa, of which around £500M is spent on various forms of coaching, teaching and instruction.

1.3.7 A growing industry

Riding is a major British sport and is growing sharply in Great Britain (compare 1995, 1999 and 2005/6 BETA Surveys). There is a significant overall growth trend in the industry with the British leisure market overall predicted to grow by a further 15% between 2005 and 2009 (The Deloitte Economic Impact Review of British Racing 2006)

1.3.8 Profile, Competition and Spectator Appeal

- 5 million people (11% of the population) have an 'active interest' in the wider industry
- Equestrian events are traditionally very well attended. The Badminton 3-day Event was the 6th most well attended sporting event in Britain in 2005 with 165,000 aggregate attendees – more than the 3rd and 5th Tests of the successful Ashes campaign in that year.
- 86% of equestrian professionals are aware of the BEF
- Seven times more professionals think the BEF does a good job than a poor one

- Equestrianism is a UK Sport Priority sport and our Olympic (and especially Paralympic) medal performance is historically very strong
- The London 2012 Games is seen as an unprecedented opportunity to raise the profile of the sport and increase participation. 91% of equestrian consumers think that hosting the Games in 2012 is a good thing for the industry

1.3.9 A market for expansion

- 1.9 million former riders are interested in taking up riding again (BETA Survey)
- Only 21% of former riders quoted cost as the barrier to taking up riding again
- Perceived 'elitism' put off only 6 out of 3,909 non-riders surveyed.

1.4 Features of the British equestrian industry

1.4.1 Features - organisational

The British equestrian industry is made up of many diverse organisations of varying sizes. It is characterised by:

- a large number of SME-sized (Small and Medium-sized Enterprise) organisations
- a broad range of commercial, voluntary, charitable and statutory interests
- a high level of diversity
- a large number of distinct and related 'sports' (recreational and competitive disciplines)
- a high degree of complexity of interrelationships, both commercial and sporting
- a large number of representative organisations which serve the common interests of their members (e.g. ABRS, SEA, BETA, BEF, BHIC).

1.4.2 Features - individuals

In terms of the profile of individual equestrian riders ('consumers'), the following points are worthy of note, especially with regard to rider welfare, diversity and equality:

- Geographical distribution: Relative to many sports, equestrian activity is spread across the Home Countries. Scotland has 9% of the British population and 7% of the riders. Wales & South West England has 14% of the population and 16% of the riders. In England, participation rates are relatively slightly higher in the North East, Yorks and Humber and the Midlands, and slightly lower in the North West and Greater London (BETA National Equestrian Survey 2005/06).
- Women and girls: Women and girls are well represented across the disciplines with 75% of all riders estimated to be female (BETA National Equestrian Survey 2005/06)
- 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
- Disabled riders: The Riding for the Disabled Association, a BEF member body, is a large and important part of the sports equality landscape – it alone has 23,000 disabled members, 18,000 volunteers and 500 Centres across Great Britain
- Black and ethnic participation: Riding is known traditionally as a rural activity, contributing to relatively low black and ethnic participation rates. However, 50% of frequent riders now come from urban homes (BETA National Equestrian Survey 2005/6), and urban riding establishments do exist
- Economic background: The sport can suffer from an 'elitist' tag arising from public awareness of certain high-profile events and riders 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)
- Children and young people: 31% of riders are under 16 years of age (BETA National Equestrian Survey 2005/06).

Section 2:

The British Equestrian Federation what it is and what it's for

2.1 Rationale

Section 1 and its associated Annexes demonstrate the way in which the British equestrian industry:

- is large and complex,
- is characterised by a large number of diverse organisations and consumers
- can play an important role to the nation in many ways, including:
 - sporting
 - environmental
 - economic
 - health
 - social regeneration
 - social inclusion

Without an effective form of representation and a co-ordinating lead body, the equestrian industry would remain fragmented and offer a weak and incoherent voice to its partners, thereby limiting its ability to serve effectively its common interests, and deliver its collective potential.

Equestrian sport and leisure therefore needs to work together as far as possible and present itself in a representative, coherent and unified way, bringing to bear all the good ideas and good practice it has to offer from its rich and diverse fabric.

The BEF Modernisation Review (March 2004), upon which the modern structure of the Federation is built, recognised that:

- "the FEI and UK Government wish to deal with a single organisation"
- "the Federation wish to work together for both their own benefit and for the benefit of horse sports as a whole"
- "the Federation provides sensible practical efficiencies"
- "mutuality is vital"
- "the ultimate aim should be a cohesive, unified body...of independent organisations".

The BEF is therefore a federation of independent bodies which seeks to lead the development of British equestrianism and maximise its contribution to society.

The Federation is the largest and most wide-ranging umbrella body in the equestrian (non-racing) industry with 224,000 members covered by the 16 Member Bodies it represents. It is recognised by Government, through the Sports Councils, by the International Equestrian Federation (the FEI), the British Olympic Association (BOA) and the London Organising Committee of the Olympic Games in 2012 (LOCOG) as the national governing body for equestrian sport and recreation for Great Britain.

Beneficiaries of this co-ordinated approach include:

- the **BEF's Member Bodies** themselves (e.g. through representation of their common interests to external agencies)
- the **equestrian industry** (e.g. through improved co-ordination)
- **Government** and its departments (through having a single unified and coherent interface with which to engage with the industry)
- **FEI, BOA and LOCOG** (through having a single unified and coherent interface with which to engage with the sporting disciplines)
- **external partners** with an interest and involvement in similar agendas (eg. Sports Councils, Regional Development Agencies and many others, through working in partnership with the Federation)
- **commercial sponsors and partners**
- the **sporting, environmental, economic, health, social regeneration and social inclusion agendas of the nation**

There are several Government departments with an interest and an involvement with the industry at both a national and a local level. The BEF (including through the British Horse Industry Confederation when representing jointly with the Racing industry) relates to, and provides representative input to, these British statutory bodies on behalf of its broad membership.

2.2 Composition of the Federation

The BEF comprises 16 Member Bodies, including four Associate Member Bodies. These can be categorised as follows:

Three Olympic/Paralympic discipline bodies

- British Eventing
- British Dressage (including Para-Equestrian Dressage)
- British Show Jumping Association

Seven non-Olympic discipline bodies

(*of which four are internationally recognised by the FEI)

- British Equestrian Vaulting *
- British Horse Driving Trials Association *
- British Horseball Association (Associate Member)
- British Reining *
- Endurance GB *
- Mounted Games Association of GB (Associate Member)
- UK Polocrosse Association (Associate Member)

Three major equestrian charities

- The British Horse Society and British Riding Clubs
- Riding for the Disabled Association
- The Pony Club

Two representative bodies

- Association of British Riding Schools
- British Equestrian Trade Association (Associate Member)

One Home Country umbrella body/governing body

- Scottish Equestrian Association.

While most people covered by the above identify primarily with their own Member Body, 86% of equestrian professionals are aware of the BEF itself (BETA National Equestrian Survey 2005/6).

Further detail regarding the role and activities of each Member Body are given in Annex 2.

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.

2.3 A large and complex governing body

“The BEF is the most complex of all governing bodies of sport” (Deloitte Reports 2003)

The BEF has a governing body membership greater than Athletics, Cycling, Sailing and Squash combined (Sport England NGB Conference, Oct 06). Also, it operates in a diverse and complex sporting and political landscape that includes many key partners and stakeholders. A clear Strategic Plan is therefore necessary in order to unite and coordinate the actions of these partners and stakeholders towards a common, compelling vision.

The BEF represents 225,000 members through its 16 Member Bodies and also seeks to represent and provide leadership for a large non-member participation sport of 2.1 million frequent riders (with 4.3 million people engaging in some form of riding during 2005).

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

- Britain-wide
- Has 10 separate disciplines, all of which are independently governed
- Has six other major independent organisations in membership, some of them Charities
- Unique in that equestrianism uses a live animal as an integral part of participating

- 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 (volunteer time providing economic value of £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 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
- 1.9 million former riders are interested in starting to ride again, subject to various constraints (BETA National Equestrian Survey 2005/6). 10% of these (190,000 former riders) express an interest in starting riding again, subject to the primary barrier of 'nowhere nearby to go horse-riding' (lack of facilities)

2.4 Our Mission, Values and Vision

2.4.1 Our Mission

With the above rationale and context in mind, the mission of the Federation is:

'Working as a cohesive, unified, progressive and modern organisation of independent member bodies, the Federation will work together for the collective good of horse sports in general, as well as for individual disciplines/organisations'

In support of this Mission the Federation will:

- Speak with one voice to Government, the International Equestrian Federation (FEI) and riders/participants
- Maximise the potential of equestrianism by attracting, engaging and retaining participants and members, increasing participation for all age groups in all areas of equestrian sporting and recreational activity for the able bodied and disabled through enhanced partnerships
- Facilitate the financial success, stability and development, administration and regulation of equestrian sport and recreation
- Promote the values and contribution of equestrianism to our national life
- Provide leadership and vision in steering the future direction of equestrianism in the UK
- Through the development of a broadly-based and sustainable performance pathway, support elite performers to the medal podium and underpin this mission with substantially increased strength in depth by supporting talented riders and horses from grass roots (riders) and breeding (horses) to World and Olympic levels
- Host major events to underpin Great Britain's position as one of the most successful equestrian nations and to showcase our facilities, breeding industry, coaching profession and elite performance
- Bringing more organisations, and therefore more people into BEF memberships

- Develop our sporting infrastructure promoting:
 - Participation
 - Enjoyment
 - Career opportunities
 - Success for athletes, volunteers, officials, horse owners, breeders, horses and ponies
- Provide effective regulation and leadership in our national life
- Showcase sport and recreational activities
- Underpin Great Britain's position as a leading player in world equestrianism.

2.4.2 Our Values - what we believe in (see Annex 1 for more detail)

- The intrinsic value of the horse, and in horse welfare
- The intrinsic value of horse-related activity as a valuable and important benefit to humans
- Equality of opportunity and access for all people irrespective of background (see BEF Policy statements at Annex 1)
- The opportunity to participate in and enjoy equestrian sport and leisure at any level 'from playground to podium' (see the BEF Long Term Athlete Development framework)
- The protection and welfare of all children and vulnerable adults in our care (see BEF Child Protection and Vulnerable Adults Guidelines)
- Relationships and contribution to our national life through the positive engagement of, and empowerment of, our key partner agencies
- Creating environmental sustainability and recognising the contribution that equestrian activity can play in this
- Drug Free Sport (see BEF Policy Statements at Annex 1)

2.4.3 Our Vision for Equestrianism: what we intend to achieve together

In addition to focusing on its narrow interests, the Federation, is an outward-looking and progressive body, recognising the contribution it can make to society and to others' objectives.

The Vision of the Federation is:

'More People, More Horses, More Places, More Medals'

2.5 The Federation - Home Nations perspective

The BEF Strategic Plan covers Great Britain, for which the British Equestrian Federation (BEF) is the recognised National Governing Body of Sport for equestrianism. 'British' means covering England, Scotland and Wales.

Within this Britain-wide remit, Home Country needs are accounted for in the following way:

2.5.1 Scotland

While most Member Bodies of the Federation have a British remit (see Section 2.2), the Scotland Act means that some aspects of sport (and other fields) are areas of Government involvement that are devolved in Scotland. Therefore there is a need within the Federation for an umbrella body to represent Scottish interests to, and act as the recognised governing body for, the Scottish Executive through **sportscotland**, and to interface with other official Scottish bodies like SERAD and SQA. This representative Scottish equestrian body is the well-established Scottish Equestrian Association, which is a full member of the BEF. SEA states:

SEA is an umbrella body representing a wide range of equestrian activity in Scotland. It is a member of the British Equestrian Federation. SEA is recognised by **sportscotland** and the Scottish Executive as the governing body for equestrian affairs in Scotland. SEA works to promote unity between all equestrian sports' interests and industry within Scotland and the United Kingdom. Thus the relationship between the SEA and BEF is an important one and is mutually recognised as such:

SEA and the BEF are especially grateful for the advice and financial support enjoyed through **sportscotland** over many years. The BEF and SEA work in partnership to co-ordinate actions of joint interest. Further detail regarding the role and activities of SEA is given in Annex 2.

2.5.2 Wales

In Wales a new body, the Welsh Equine Council (WEC), has recently emerged. This means that the BEF now has a potential interface with a representative equestrian body for Wales and the Welsh Assembly. WEC is not a member of the BEF at this stage.

2.5.3 England

While some Government departments do not cover the whole of Britain (eg DCMS, Defra, DfES), and while Sport England has funded BEF projects in England, England has no distinct representation within the BEF; accountability to English stakeholders is managed within the work of the BEF as a whole.

2.5.4 Northern Ireland

While many equestrian organisations in membership of the BEF also have branches or operations in Northern Ireland that support and complement equestrian activity there, the BEF does not have jurisdiction in Northern Ireland. Equestrianism in Northern Ireland is governed by the Equestrian Federation of Ireland (EFI) which also covers the Republic of Ireland. In terms of managing this interaction the BEF has long held friendly relations with the EFI.

2.6 Governing Body Structure

The BEF is governed by its Council, which is a representative voting body of its Members. Responsibility for developing strategic plans and annual budgets (subject to Council approval) is delegated to the BEF Board; a competency-based group of Directors who have responsibility for each of the Portfolios discussed in the following section.

The Directors and Board oversee delivery of the day-to-day running of the Strategic and Operational (annual) Plans which is undertaken by an Executive consisting of the Chief Executive and a range of staff and consultants. Further detail of the current structure and governance of the BEF is given

Section 3:

Recent progress and our response to change

Seven times more equestrian professionals think the BEF does a good job than a poor one.

(BETA National Equestrian Survey 2005/6)

The 2005-9 Strategic Plan - Progress to date

In working towards the BEF Vision of '**More People, More Places, More Horses, More Medals**', the BEF in 2005 created seven portfolios through which to deliver the Vision:

- **More People** (Sports Development and Participation portfolios)
- **More Places** (Facilities - sub-portfolio of Sports Development)
- **More Horses** (Equine Development portfolio)
- **More Medals** (International Affairs portfolio)

The Communications, Marketing and Commercial portfolios provide critical underpinning support to each of these aims.

Here are some highlights of progress to date towards the 2009 strategic objectives:

Interim Progress - Sports Development

- **Long-Term Athlete Development (LTAD):** The BEF, with grateful thanks to Sport England for support funding, has created a LTAD programme as a central reference point for coaches, parents, facilities, competition organisers and all members of the Federation. It details how athletes can improve their performance whether in a competitive or leisure environment. It identifies pathways to aid the development of riders, drivers and vaulters. Discipline-specific versions for all internationally-recognised disciplines and for disabled riding have been developed.

As a result, all riders and stakeholders (coaches, parents, clubs/centres/facilities, competitions, organisations) now have a common template that shows optimal plans for development and enjoyment for equestrian riders of all types. Additionally we are already beginning to transfer the learning from LTAD to LTED (Long Term Equine Development) and LTCD (Long Term Coach Development) to improve the pathways, career development and quality of equines and coaches in each Member Body.

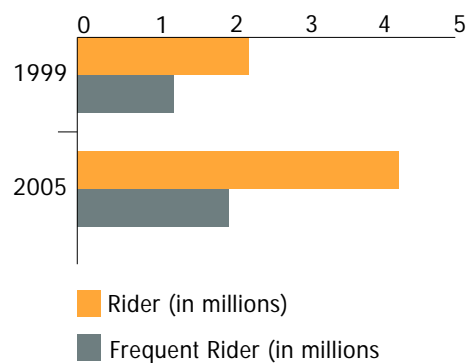
- **UK Coaching Certificate (UKCC):** Through partnership between the BEF and the Government, and with the support of sports coach UK, UK Sport, sportscotland, Sports Council for Wales, Sport England and others, a new set of qualifications in equestrian coaching has been created to meet the requirements of the sport-wide UK Coaching Certificate. As a result of the £255,000 of UK Sport grant funding received to support this work across the UK to date, UKCC endorsement at Levels 1 and 2 was achieved early in 2007 through the work of the Member Bodies who have been working together since 2004.

As a result, all BEF Member Bodies will enjoy compliance with the UKCC standards and equestrianism can be recognised as a full player in the overall sports coaching landscape, across all disciplines. A BEF Coaching Development Action Team is now well-established and continues to meet monthly to progress the development and implementation of the UKCC. SEA continues to lead the relationship with sportscotland, SQA and the Scottish Executive in order to dovetail the work across Great Britain.

- **UK Coaching Framework:** We are fully in support of the UK Coaching Framework, led by Sports Coach UK, and we have updated the 2004 BEF Coaching Development Strategy to dovetail with the new Framework, to support Member Bodies to develop their own coaching plans further and to deliver even better results for the future of the £500M industry that is equestrian 'coaching'. The 2007 BEF Coaching Development Strategy is available from the BEF.
- **Facilities:** The first BEF Facilities Strategy has been completed, published, distributed and promoted, and an implementation plan drafted. The benefits are that, for the first time, a strategic direction has been provided at national level enabling more effective communication of equestrian sport and its needs with relevant organisations and agencies. A coordinated approach to facility development is leading to gaps in provision being addressed and standards increased. The concept of a National Equestrian Institute and a National Equine Training Requirement are also being explored.
- **Equity and Child Protection:** We said in the 2005 Plan that our work must be underpinned by a clear set of ethics, including improved policies and practice in Equity and Child Protection. We continue to work on Equality and Child Protection with the support of UK Sport, Sport England and sportscotland, so that children and vulnerable adults are better protected and riders experience better welfare and equality of opportunity. Accepted standards are being achieved.
- **Grooms:** We have supported the transition of the position of BEF volunteer Groom's representative (Lucy Katan) to the creation of a new independent British Grooms Association (BGA), which is also complemented by the new BHS Grooms Committee. We are pleased with the increased profile and focus on the important work of grooms and their employers, and look forward to working with the BGA. Congratulations are due to Lucy on her tireless work and advocacy of an important cause.

Interim Progress - Increasing Participation

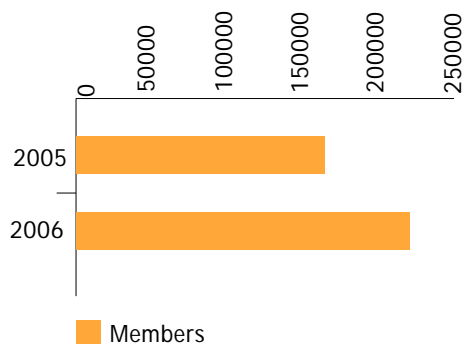
- **Increasing participation:** Participation in horse riding across Britain (BETA Surveys 1999,2005/6) has risen from 2.4 million in 1999 to 4.3 million in 2005. Frequent riders (those who ride monthly or more frequently) have risen from 1.4 million to 2.1 million in the same period.



We believe this positive trend continues and makes equestrian sport and leisure a major player in the future of sports development.

Therefore the Federation seeks to expand and widen the diversity of our sport's participants. To this end, the BEF has accessed and distributed funding from sports councils to increase levels of participation and membership. Some very successful participation schemes have been put in place, for example through the BHS, linking inner city primary and secondary schools to their nearest riding school to provide access to riding. Another example is the new Pony Club Centre scheme which offers Pony Club benefits, expertise and support to young non-pony owners. At December 2006 the scheme already had 12,644 members. Other Member Bodies engaged in similar activities relevant to their particular target markets.

- Increasing membership:** In the period from publication of the original 2005-9 Plan until December 2006, the Federation has expanded from 12 Member Bodies with 183,000 active members to 16 Member Bodies with 225,000 active members (see also Interim Progress – Commercial, in this Section). In addition to experiencing membership growth through taking on new Member Bodies, several established Member Bodies have experienced internal growth. For example, the BHS, all three Olympic disciplines, Vaulting and the Pony Club have all seen good growth. This Federation membership increase of 41,000 (or 22%) over two years through these mechanisms is an excellent result in this period and the Federation has done well in accommodating and integrating our new sister organisations so smoothly into the new, larger whole.



Through the organic (rather than acquisitive) expansion, we hope not only to expand membership for its own sake, but to make an increased societal contribution to crime reduction; keeping young people active and giving them a sense of responsibility; reducing obesity; and achieving greater activity levels for all age groups, not least amongst the adult population - either as active sports people or as volunteers and officials.

- Regionalisation:** In April 2007, The BEF was awarded £1.4M over three years by Sport England as part of their support to UKCC implementation, National Building Capacity, and Club & Coach Development. This helps us in our stated goal to decentralise and encourage the development of regionalisation to match the regions, in England, of Sport England, the RDAs, Regional Sports Boards and local authorities where we will encourage local initiatives for local benefit. We will continue to work to develop more effective links with County Sports Partnerships. In Scotland, SEA has recently been awarded £84,000 from sportscotland in order to enhance Participation and Sports Development work.
- Volunteering:** Volunteers are one of equestrian sport's most valuable assets. We have now established that equestrian volunteers provide collectively in excess of 2.3 million volunteer days per annum nationally (around £100M per annum of value at the National Minimum wage of £5.35 per hour). A BEF Volunteers Development Team has been established and meets regularly to develop improved practice in the recruitment, training, retention, management and support of volunteers across the Federation, to ensure that our dedicated volunteers continue to multiply in numbers and benefit from the best experience possible. We are grateful for Sport England grant aid which has been used for our Step into Sport Volunteering programme.

Interim Progress – Equine Development

- British Breeding has now been established by the Federation to support continued improvement in the quality of British bred sport and recreational horses and ponies. It runs the following schemes:
 - **Futurity Scheme:** Young horses and ponies bred for careers in dressage, show jumping and eventing are evaluated to assess their potential. The data collected helps to identify successful bloodline combinations and support breeding to prolong competitive lifespan.
 - **Young Horse Evaluations:** Grading, evaluation and performance testing organisations are now united under one Lead Body. Data from these organisations will shortly be meaningfully grouped and entered onto National Equine Database for greater public understanding. Four year-old horses are evaluated on their ability as potential dressage, show jumping and event horses – to recognise the most talented young horses
 - **Breeders' Quality Mark:** The prestigious BQM recognises British breeders who are working to the highest standards and consistently apply good practice in the day-to-day management of their equine breeding establishments.

Progress with the British breeding industry has a positive effect on the image and economic performance of the equine industry, will boost rural businesses and employment and will generally improve the health and welfare of the UK herd.

Equine breeding values (EBVs) have been developed for Eventers. A process is underway to facilitate the understanding of the concept of EBVs and their uptake at all levels. A further three years of work is required to replicate the model for showjumping and dressage. As a result, EBVs will make breeding data easier to understand and readily available for all to use. The longer term benefit is the improvement of the national herd.

- **National Equine Database (NED):** In conjunction with our colleagues in Racing and with Defra's considerable assistance, NED is functioning and launched to Passport Issuing Organisations. NED Online is scheduled for launch in 2008. As a result, equine data was readily available online at all times, improving availability of breeding data and competition/grading/evaluation data, helping combat fraud and mis-selling, and facilitating the improvement of equine welfare.
- **Long Term Equine Development:** Equine Development is now working as a team with Sports Development and International Affairs to determine an integrated LTED pathway based on the LTAD model.
- **Welfare:** High standards are maintained through the BHS and other Member Bodies. We continue to contribute to the Animal Welfare in Transit agenda.
- **Research and Sports Science:** A BEF Research Portfolio has been developed and launched. The BEF Researching Equines Database (BEFRED) is scheduled for full public launch in 2007. This allows full public access to student data previously 'lost' on library shelves. The programme is being extended to include Master, Doctoral and post-Doctoral work. This means that students can carry out research work that the industry needs, and the industry can commission research work from academic establishments.

Interim Progress – International Affairs

International Success: We are winning more medals. The tables below show a summary of some key international results gained by some of our disciplines since the beginning of 2005:

2005 Medal Table (Olympic/Paralympic disciplines)

EVENTING	SHOW JUMPING	PARA-EQUESTRIAN DRESSAGE	DRESSAGE
Senior European Championships Individual Gold (Zara Phillips) Team Gold Young Rider European Championships Team Gold Pony European Championships Individual Bronze (Laura Collett) Team Gold	Pony European Championships Individual Silver (Louise Saywell) Team Gold	World Championships Grade III Individual Silver and Individual Bronze (Lee Pearson) Grade II Individual Gold and Individual Bronze (Nicola Tustain) Grade I Individual Gold x 2 (Sophie Christiansen) Team Gold	Young Rider European Championships Team Bronze Pony European Championships Team Bronze

2006 Medal Table

DISCIPLINE	MEDAL	EVENT	RIDER(S)
Eventing	Individual Gold	World Equestrian Games	Zara Phillips
	Team Silver	World Equestrian Games	Daisy Dick; Mary King; Zara Phillips; William Fox-Pitt
	Individual Gold	Young Rider European Championships	Amy Young
	Team Gold	Young Rider European Championships	Alice Dunsdon; Lauren Shannon; Gemma Tattersall; Amy Young
	Individual Gold	Junior European Championships	Laura Collett
	Team Silver	Junior European Championships	Laura Collett; Dani Cuomo; Emily Llewellyn; Georgie Spence

2006 Medal Table continued

DISCIPLINE	MEDAL	EVENT	RIDER(S)
Eventing	Individual Silver	Pony European Championships	Libby Soley
	Team Bronze	Pony European Championships	Amy Hawley; Chloe Kirkpatrick; Emily Liewellyn
Show Jumping	Individual Gold	Young Rider European Championships	Gemma Paternoster
	Individual Bronze	Young Rider European Championships	Charlotte Platt
	Team Silver	Young Rider European Championships	Portia Howard; Gemma Paternoster; Charlotte Platt; Ryan Prater
	Individual Gold	Junior European Championships	William Whitaker
	Team Bronze	Junior European Championships	Andrew Mizon; Hannah Paul; Joe Whitaker; William Whitaker
	Individual Gold	Pony European Championships	Daniel Neilson
	Individual Bronze	Pony European Championships	Louise Saywell
	Team Gold	Pony European Championships	Daniel Neilson; Rebecca Roe; Matthew Sampson; Louise Saywell
	Individual Gold	European Veterans Championships	Mandy McGlynn
	Team Bronze	European Veterans Championships	Pat Crann; Liz Howes; Mandy McGlynn; Jennifer Patty
Driving	Individual Gold	World Single Horse Championships	Paul Sidwell
	Team Gold	World Single Horse Championships	Ian Bertram; Di Hayes; David Matthews

2006 Medal Table continued

DISCIPLINE	MEDAL	EVENT	RIDER(S)
Para-Equestrian Driving	Team Silver	World Championships	Terry Kirby; Judi Ralls; Lindsey Tyas
	Individual Bronze	World Championships	Brenda Hodgson
Trec	Team Bronze	European Senior Championships	Hilary Barnard; Caroline Brammer; Deborah Swan; Paul Turner
	Individual Gold	European Young Riders Championships	Kate Ellison
	Team Bronze	European Young Riders Championships	Kathryn Bean; Kate Ellison; Julia Knight-Jones; Helen Paine

Statistics:

Total Medals = 25

Total Individual = 13 (9 Gold; 1 Silver; 3 Bronze)

Total Team = 12 (3 Gold; 4 Silver 5 Bronze)

Preparations continue for the 2008 Olympic and Paralympic Games in Beijing. We have:

■ **World Class Programmes:**

- Produced, with BSJA, a Show Jumping Performance Delivery Plan
- Improved the effectiveness of our human physiotherapy
- Improved our Equine Sport Science and Medicine support and gained greater acceptance and use by international riders
- A team of high quality professionals to support our World Class programmes
- Extended home visits and communication with owners & home teams.
- Extended our elite coaching support and human sports science
- Used our Veterinary Advisory Panel to cascade equine sport science information through our Member Bodies.

- All World Class Development programmes have undergone a review process linked to performance outcomes. Riders, coaches and managers now have a greater understanding of a clear development pathway for each individual athlete. The process is enabling coaches, riders and managers to further understand the development requirements of aspiring young riders. This knowledge will be filtered down through the memberships to assist other coaches and riders with planning their riding careers.
- A 'World Class Equine Pathway' in Dressage, Eventing and Show Jumping has been introduced.
- **Owners:** There is increased awareness of, and interaction with, top horse owners and a better recognition of the owner's role by the sport, BOA and BPA. This benefits sport horse owners, and hence riders and performances.

- **Performer Pathway:** Six riders from the World Class Development programme have moved up to the World Class Performance programme, and three of these have represented Great Britain at the World Equestrian Games. An Equine Pathway has been introduced. Approximately 60 of the country's most talented young riders (across the three Olympic and one Paralympic discipline) have benefited from additional training and funding opportunities to assist them toward podium success, and to show that there are opportunities for new riders to move through the pathway and represent their country. We also work with owners and riders of young horses with the potential to reach Championship level.
- **Talented Athlete Sports Scholarships programme (TASS):** TASS links the education sector to equestrian sport and has provided useful associations with key institutions in England. A seamless pathway has been created between TASS and World Class Development, allowing movement relative to requirement (nine riders have moved from TASS to World Class Start).
- **Hosting Major Events:**
 - The **2005 FEI General Assembly** was successfully held in London (with grateful thanks for UK Sport assistance), bringing the international horse world to Great Britain for the first time in two decades. This has provided increased profile and credibility for all Member Bodies.
 - We were delighted that our support of the London 2012 bid was not in vain and that the Games will be held here.
 - A very successful **European Eventing Championships** was held at Blenheim (supported by UK Sport) where we won **Team Gold** and **Individual Gold and Silver**.
 - The World Para-Equestrian Dressage Championships (supported by UK Sport) will be held at Hartpury College in Summer 2007.
- A joint BD/BSJA bid for the 2009 European Dressage and Show Jumping Championships was successful, with up to £948,000 of UK Sport support available through its World Class Events programme. Several international benefits accrue from this to BSJA and British Dressage, plus increased profile and credibility for all BEF Member Bodies, UK Sport and the UK sporting community at large. Tens of thousands of spectators will be in attendance and the event will again showcase Great Britain as a leading international equestrian federation.
- **Drug-free sport:** We said in 2005 that our plans must be underpinned with a clear set of ethics, including Drug Free Sport, ensuring our rules are robust and sensitive, and ensuring adequate arrangements are in hand to manage appeals. Our in-house legal service has been maintained through change of office personnel. This seeks to ensure that competitive riders have a level playing field on which to compete in all disciplines, and are seen to be the fair performers they almost always are. The whole industry, FEI, British Olympic Association, UK Sport and Worldwide Anti-Doping Agency benefit as we are recognised as a strong player and advocate of drug-free sport.

Interim Progress – London 2012 Legacy and Support

The original 2005-2009 Strategic Plan was written before London won the bid to host the 2012 Games in July 2005. Since then the BEF has been working hard to open up avenues for legacy and support regarding the Games, both in London, and Britain-wide. A plan for Legacy continues to evolve and we are linking this to other portfolio work. Section 4 and Annex 10 offers further detail on future plans in this area.

Interim Progress – Public Affairs and Communications

This portfolio was the last to gain a Director in the new Governance structure. With a Director in place from 2006 and an Executive Officer also in place to cover both Communications and Marketing, momentum has increased.

- **Communications Strategy:** This has been more clearly defined and developed to provide more detail and a clearer set of measurable objectives now exists.
- **Newsletter:** A regular free e-newsletter is established for all who wish to receive it.
- **BEF media contact:** The media list has been improved and there are detailed plans in place to make dramatic improvements in this area. This will benefit all areas of communications.
- **Underpinning the progress of other portfolios:** Where coaching, facilities, Long Term Athlete Development and Participation strategies have been developed, the Communications portfolio has designed, published and communicated the work. It has worked, and will continue to work, to promote the successes in all portfolios
- **Internal communication:** This has increased and improved, with focus currently on the Beijing Olympic and Paralympic Games.
- **Engagement with the wider industry:** This has become more effective with Government, the Sports Councils, Sports Coach UK, Skills Active, British Olympic Association, FEI and many other important partners. All Member Bodies and external partners benefit as we all engage more effectively.
- **Success:** We have benefited significantly from the profile and interest surrounding Zara Phillips' tremendous Eventing achievements and her BBC Sports Personality of the Year 2006 success.
- **London 2012:** The success of the London 2012 bid has increased our activity, challenges and opportunities in several ways.
- **Action Plan of the Strategy for the Horse Industry in England and Wales:** This is being fully supported by the Federation, and better communications co-ordination is being achieved across the Federation. Better and more timely communication on current issues and

opportunities now informs and serves all Member Bodies and key external partners.

Interim Progress – Marketing

- **Marketing Group:** A Marketing group has been established, with good progress made on improving internal marketing communications between the Olympic disciplines and with the BEF office. The model is now ready to roll out for other Member Bodies to benefit from.
- **Generating Revenue:** A Team GBR range of products has been produced and sold through Toggi stockists. We are investigating the possibility of Member Bodies and the BEF acting as points of sale. Preliminary work on the feasibility of a BEF Supporters Club has been completed.
- **Sponsorship:** A sponsorship package has been developed so that potential sponsors can more easily engage with us.
- **Website:** The BEF website has been redesigned and is now ready to take to the next level. This is seen as a key marketing tool from 2007.

Interim Progress – Commercial

- **Modernisation of Governance:** The new BEF Council and Board structure (with a representative Council and a new smaller and competency-based Board elected by the Council – see Annex 9 for more detail) has been in place for some time and the BEF has been modernising rapidly. All Member Bodies benefit through more efficient governance and decision-making, and we focus on continuing to build representation and efficiency simultaneously. External stakeholders now benefit through the increased cohesion between Member Bodies and through the resulting improved partnership working which we continue to foster.
- **Maximising Resources:** With 16 independent Member Bodies, there is the potential for cost-reduction through joint working. A cost-benefit analysis has now been carried out by an external consultant to identify possibilities and recommendations for greater joint working across the Federation in order to reduce or eliminate any areas of duplication or inefficiency. Options are under discussion at the time of publication.

- **Office Accommodation:** The future of headquarters office accommodation for Member Bodies and the BEF office has been a topic of conversation for some time. A working party has been established and is considering emerging possibilities and options.
- **Increasing Membership:** As mentioned above, since the original 2005 Plan was written, four more bodies have been taken into full or associate membership. These are:
 - Riding for the Disabled Association
 - UK Polocrosse Association
 - British Horseball Association
 - Mounted Games Association of Great Britain.
 In achieving these things we promote the equestrian economy, widen the pool of potential members for Member Bodies and ultimately the range of talented riders from which to select our future championship teams. All Member Bodies and potential members will benefit from this planned expansion through greater resources attracted to the Federation's work.
- **Alignment of membership:** A new fee structure for Member Body subscriptions has been produced and was approved in June 2007. A revised Memorandum & Articles of Association is being worked on, with the aim of a more equitable structure within the Federation. Options for BEF direct membership (SEA has its own direct membership scheme) are under review.

Change, its implications and the BEF response

'The only thing we can be certain of is change'

Since the 2005 BEF Strategic Plan was published, the BEF (and the universe in which it is operating) has moved on considerably. We are in a period of growth, increased profile and opportunity, but also of potential overload and some risk.

What has changed?

We have experienced four main types of change:

1. Internal change has been continuing, stimulated largely by the 2004 BEF Modernisation Review and the new Governance structure of the Federation.

2. Success of our policies and programmes has led to:

- a larger Executive, with an ever-greater volume and scope of operational activity
- a full complement of active Directors becoming more deeply involved in the work
- a much improved profile and credibility with national, regional and county sports agencies, with whom we attempt to interface.

3. Industry Change has been significant and largely positive for trends in the industry as documented in Section 1 and Annex 8 - with grateful thanks to BETA for publishing and allowing our use of the data of their 2005/6 National Equestrian Survey

4. External Change includes some clearly significant events and shifts, for example the successful London 2012 bid and increased Sport England regionalisation.

Additionally, the pace of change is accelerating as our profile and reach have extended, and as the world changes around us.

Implications

These and other successes and changes and their associated increased activity are to be welcomed, and we now face an unprecedented range of opportunities to develop further. At the same time, progress and change has been rapid and comes at a price. Research shows that this stage of development in any organisation involves risk of overload, of missing opportunity, and of lack of co-ordination or direction as a whole Federation, as things change and move around us.

As a consequence of our success, we are now involved daily in activity and issues that could not have been foreseen in the original drafting of the Strategic Plan. The inevitable workload on the BEF Executive and our Member Body personnel, many of whom are volunteers, is currently a constant concern.

This change and growth in scale and scope of activity needs to be managed, co-ordinated and resourced in order to drive the opportunities into sustainable success for the Federation and its Member Bodies, and the next section (plus more detail in Annex 10) gives an overview of the updated strategic objectives and plans based on these and other implications.

Section 4

Our Strategic Plans for 2007-9

The Strategic Plan continues to be based around its eight Portfolios (now including the new Portfolio 5, 'London 2012 Support and Legacy').

This section highlights each Portfolio's strategic objectives, key actions and Key Performance Indicators in response to our progress and changes since the original Plan was written in 2005, while maintaining the intent and direction of the 2005 Plan.

Each Portfolio's work seeks to link and co-ordinate with the:

- BEF Modernisation Review
- London 2012 Legacy Plan
- Scottish Equestrian Association strategy
- The Strategy for the Horse Industry in England and Wales
- Plans of our various industry and external partners.

The Portfolios will focus on the following strategic areas and headline objectives (Annex 10 offers more detail on each Portfolio's plans):

Portfolio 1: Sports Development

- 1. Long-Term Athlete Development (LTAD):** Publish new discipline-specific LTAD frameworks and build the implications into Member Body plans
- 2. Coaching:** Develop and implement a new BEF Coaching Development Strategy to dovetail with the UK Coaching Framework; delivering over 5000 new UKCC-accredited coaches
- 3. Facilities:** Publish and distribute the imminent BEF Facilities Strategy; develop the National Facilities Database; develop a BEF Facility Accreditation system; lobby for more favourable tax/legal framework for equestrian facilities; create a National Equestrian Institute; improve cross-country training facilities, arena provision

for non-Olympic disciplines and equipment provision; develop the BEF website Facilities hub; support the London 2012 Legacy plan.

4. Safety: Develop a BEF Safety strategy to co-ordinate good practice

5. Rider Welfare, Diversity and Equality (inc Safeguarding): Continue to promote policies and systems through the Member Bodies and achieve accepted Equality and Child Protection / Vulnerable Adults standards at Intermediate level

Portfolio 2: Increasing Participation

- 1. First-time or lapsed participation:** Increase rates of first time participation and re-engage lapsed riders
- 2. Membership:** Increase membership across BEF Member Bodies; increase number of affiliated groups and organisations
- 3. General BEF Membership:** Introduce a category of direct BEF membership (not in competition with Member Bodies) to generate sustainable funding
- 4. Young People:** Increase the number of young people in equestrianism
- 5. Riding Schools:** Increase the commercial viability of riding schools and their capacity
- 6. Club structures:** Develop and support more sustainable club structures
- 7. Regionalisation:** Develop a regional structure for England based on Government recognised boundaries enabling more effective interaction with a range of partners

8. Volunteers: Continue to put in place processes to recruit, train, retain and recognise volunteers as the main workforce across the sport; increase the number of volunteers, especially young people (Step into Sport); ongoing promotion of best practice in volunteer management and care; continue to develop the volunteering interface with SEA

9. London 2012: Support the London 2012 Legacy plan

Portfolio 3: Equine Development

1. National Lead Body: Secure a national lead body to develop the breeding of the sport horse and pony

2. Long Term Equine Development: Standardise evaluation of youngstock; standardise grading and performance testing of mares and stallions; develop and share the Equine Breeding Value (EBV) system; offer breeding premiums; improve standards of young horse training; recommend an evaluator selection and Continuous Professional Development programme

3. Raise Stud Standards: Develop the quality mark and encourage uptake

4. National Equine Database: Develop, test and launch - providing leadership of NED for the wider industry

5. VAT and taxation: Investigate concessions for breeders

6. Equine Sports Science: Ensure that British horses have systems and facilities to enable elitehorses to perform at their peak

7. Research and Data Exchange: Develop a research-driven data exchange process to inform the industry and establish a Research Body to seek membership of BEF

8. Welfare: Liaise with BHS who will lead and support all Member Bodies with advice on welfare matters for all equines, with special focus on native and indigenous breeds for which sector BHS may become a Lead Body for the sector

Portfolio 4: International Affairs

1. Elite Development: Develop elite benefits of World Class plans for all sporting Member Bodies; improve support for elite owners.

2. Equine Pathway (LTED): Implement an Equine Pathway for Show Jumping and develop for Dressage and Eventing.

3. Major Events: Develop and maintain World Class competitions in the UK for all disciplines.

4. International Rules and Regulations: Monitor all new FEI rules and Regulations; implement human & equine anti-doping rules; engage with and influence policy at FEI.

5. International influence: Increase International Influence; recruit & raise standards of FEI officials through improved communication/support/monitoring.

6. World Class programmes: Integrate Performance, Potential and Start into a single linked concept and plan.

7. Funded riders: Increase the number of funded World Class Start and Potential riders to a level that allows the nurturing and education of a suitable number of elite riders.

8. Sports Science/Medicine (SSM): Create a network of leading experts in the field of human and equine sports science and medicine who are accessible, current and performance focussed; identify 'understudies' for each key area to ensure that a knowledge pool is established; develop a syllabus for each key area of equine and human SSM; provide best practice information to all riders, coaches, managers and staff on the World Class Performance Programme.

Portfolio 5: London 2012 Support and Legacy

- 1. Infrastructure:** Establish a Legacy sub-group of the BEF Board to provide strategic leadership, monitor progress, and report to the Board
- 2. Launch:** Communicate recommendations and launch the Legacy Action Plan
- 3. London Horse Network:** Bring together all equestrian-related activity in London by identifying and creating a community – “The London Horse Network” (LHN)
- 4. London Festival of the Horse:** Establish the ‘London Festival of the Horse’ to bring high level competition back to London and to increase awareness of the sport leading to increased levels of participation
- 5. London schools programme:** Establish a Schools Programme setting up links between schools and riding centres to provide opportunities for children to ride
- 6. New Centres:**
 - Identify, prioritise and approach London Boroughs to promote the benefits of developing new Local Authority-led riding centres, with consideration to be given to developing a ‘not-for-profit’ model with charitable aims and objectives
 - support Local Authorities in establishing riding centres by providing expertise through the London Horse Network covering areas such as business modelling and planning, equestrian-specific planning, funding, facility management etc;
 - coordinate redistribution of arena surfaces, jumps and other equipment used for the Games to benefit new legacy-driven centres;
 - identify, from existing or new stock, a lead facility that could be developed further;
 - further explore potential, through the Olympic Development Agency, London Development Agency, Mayors Office and London Organising Committee for the Olympic Games, to establish a legacy equestrian facility (hacking track, arena etc) within the Olympic Park.

(Nb. the London 2012 Legacy plan seeks to extend the Legacy plans and benefits across the UK).

Portfolio 6: Public Affairs and Communications

- 1. External Reputation:** Ensure that the BEF is recognised by stakeholders and key audiences as the leader of the UK equestrian world (ex racing and polo).
- 2. Industry reputation:** Build the BEF’s reputation within the industry as a force for good and as an organisation which acts effectively and impartially in the best interests of its member bodies.
- 3. Promotion of opportunities:** Raise the public profile of equestrianism, the opportunities for participating in the equestrian world and the benefits it can bring
- 4. Promotion of success:** Promote a successful Olympic/World Class Programme and the benefits of lottery and public funding
- 5. Co-ordination:** Co-ordinate member body communications programmes for multidiscipline international events.
- 6. Communication standards:** Promote the highest standards of communication work throughout the Federation
- 7. Support to BEF Portfolios:** Help achieve BEF portfolio objectives by conducting effective communications programmes
- 8. Government policy, lobbying and Sports Councils:** Maintain awareness of Government and EU policies; promote and support lobbies where necessary; work in partnership and maintain awareness of devolution.

Portfolio 7: Marketing

- 1. Marketing Group:** Review and progress the marketing group to continue to raise standards of marketing, bringing greater co-ordination and, where possible, cost benefits
- 2. Revenue Generation:** Continue to investigate and implement ways to generate revenue for the Federation
- 3. Sponsorship:** Seek out and support sponsor(s) for Team GBR
- 4. Brand Review:** Roll out the remaining aspects of the brand changeover and police the use of the new corporate identity
- 5. Central marketing database:** Develop a central database through cross-portfolio and Member Body discussion
- 6. BEF website:** Continue to improve the BEF website and drive traffic to and through the site

Portfolio 8: Commercial

- 1. Revenue Generation:** Identify and oversee the commercial aspects of developing opportunities to increase revenue for the Federation
- 2. Efficiency (cost/benefit analysis implementation):** To optimise the resources of all Member Bodies through identifying and implementing cost savings
- 3. Human Resources:** ensure up-to-date and effective human resources practice within the BEF and make recommendations on best practice to Member Bodies
- 4. Modernisation of Governance:** Build on the modernisation process and effective Governance structure following the 2004 BEF Modernisation Review
- 5. Office Accommodation:** Secure new office accommodation and support Member Bodies in so doing
- 6. Industry Data:** Review and agree the information requirements of the Federation and its Member Bodies; improve storage and access to reliable industry data
- 7. Alignment of Membership:** Review and update the BEF Memorandum & Articles of Association to ensure they reflect the ongoing needs of the growing Federation; arrive at systematic fee structure to enable new members to be admitted
- 8. IT and Database Development:** To develop and implement a Federation-wide IT and database strategy to reduce long-term costs and increase efficiency.