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ENRICHING THE LIVES  
OF PEOPLE AND  
HORSES TOGETHER

**STRATEGY  
2020-2024**

# MEMBERS



# Strategy 2020-2024

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## OUR VALUES

Our Values are at the heart of our Federation. They are the bedrock of our culture and **inform and guide** everything we do; they are shared by all our members.

### 1 EXCELLENCE

- We recognise achievement at all levels.
- We comply with standards and promote best practice in everything we do.

### 2 COMMUNICATION

- We communicate effectively and in a timely manner.
- We share appropriate information in the spirit of trust, cooperation and collaboration.

### 3 FAIRNESS AND TRANSPARENCY

- We promote a culture of openness and transparency.
- We embrace equality, diversity and opportunity for all.
- Our decisions will be evidence based, robust in their reasoning, fair and balanced.

### 4 INTEGRITY

- We conduct ourselves in a manner that demonstrates the highest moral and ethical standards.

### 5 RESPECT

- We respect the horse – its welfare is fundamental to all that we do.
- We equally respect the welfare and well-being of all with whom we engage.

## CHAIRMAN'S INTRODUCTION

On behalf of the British Equestrian Federation I am pleased and proud to share with you our 2020-2024 Strategy.

It is a culmination of several months of intense and exciting work by the Federation's Board, the Executive team and the BEF Council representing our Members. The process to develop this strategy was in itself a significant step in that it brought all together to discuss and agree a common direction for equestrianism in our country. The passion and dedication everyone has put into this process shows in the strategy document before you.

Our Vision is one we will always aspire to reach through everything we do. It is all about leadership that will enable us to ultimately reach our goals. The values we developed together (Excellence, Communication, Fairness and Transparency, Integrity and Respect) are at the heart of who we are. They are our roadmap of how we will always behave towards each other and all those with whom we interact. Our love and respect for the horse and its welfare is at the core of what we do and strive to achieve every day.

The seven strategic imperatives we developed together, each with a clear vision and specific steps to achieve, are critical to our future success. They were developed through a process of active dialogue and consultation with all key stakeholders and has the unanimous commitment of our Members through whom we will deliver these strategies. Our operational plans will provide more clarity on how our strategies will be delivered with clear measurements and timelines.

This is an exciting time for the British Equestrian Federation and its members, taking another important leadership step to develop equestrianism both at home and abroad. We thank all those who contribute to this vision every day with passion and commitment. We look forward to sharing with you our progress towards achieving our vision and strategies in the months to come.

**MOHAMED ELSARKY**  
CHAIRMAN

## OUR VISION

Together we will be the voice of and **provide leadership** for all who are inspired by and engaged with horses.

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## OUR STRATEGIC IMPERATIVES

Our **seven** strategic imperatives define what we will focus on and what resources are required.

Our resources need to be allocated to those activities that have the highest impact and need to be aligned with the given objectives of the British Equestrian Federation and its Members who will themselves contribute to their delivery.

### SPORT REPRESENTATION AND INSPIRATION

#### VISION

To be a leading nation in World Equestrian Sport.

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### STANDARDS AND GOOD GOVERNANCE

#### VISION

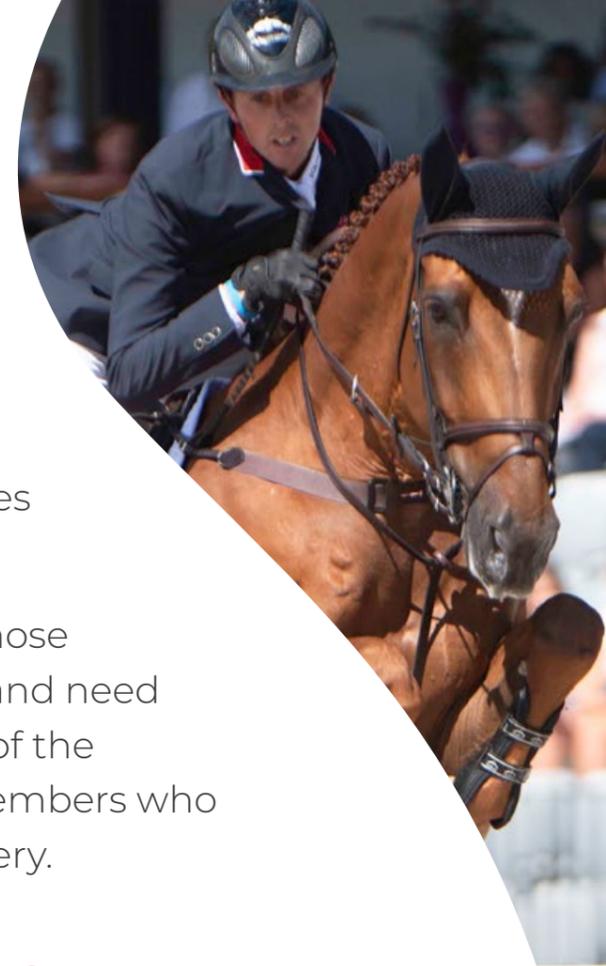
To ensure that our sport delivers the highest ethical standards for all participants (both human and equine), enabling all – at all levels – to participate safely, fairly and be treated with dignity and respect. Ensuring that in all we do we are positively impacting on the lives of horses and people.

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### WELFARE OF HORSE AND HUMAN

#### VISION

To ensure the highest standards of welfare are promoted and applied to both equines and humans, whatever their involvement in equestrianism.



**OUR STRATEGIC IMPERATIVES CONTINUED...**

**PARTICIPATION**

**VISION**

To understand the benefits of equestrianism to people and use this to engage effectively with funders, partners and current and potential participants. To encourage new and continued involvement in equestrianism throughout peoples lives and to ensure a sustainable and thriving equestrian industry to support this.



**DEVELOPMENT AND PROMOTION OF EQUESTRIANISM**

**VISION**

To communicate the benefits of equestrianism to a wide audience to deepen understanding of the value that the sector provides in all forms. To engage effectively with Government, funders, media, current and potential partners and current and potential participants to encourage new and continued support for and involvement in equestrianism.

**COMMERCIALISM AND SUSTAINABILITY**

**VISION**

We will support our Members to be – and ensure that we are – financially sustainable through economies of scale and leveraging additional sources of income.

**EQUINE DEVELOPMENT**

**VISION**

Improved breeding and management of performance horses for all disciplines represented by Members; from Pony Club ponies to world-class competition horses.

**HOW WE WILL DELIVER OUR STRATEGIC IMPERATIVES**



## Sport Representation and Inspiration

### 1 We will consistently deliver excellent results at key international competitions.

As the accountable body for UK equestrian sport the World Class Programme will be delivered effectively by developing and supporting the right combinations of both horse and rider for both the present and the future. They will receive the right performance and coaching support within the right environment.

Our Members will support this by providing an effective development structure that identifies and develops both senior and youth talent.

### 2 We are the UK Federation member of the Fédération Équestre Internationale (FEI) for Great Britain and Northern Ireland.

We will build effective alliances and influence decisions taken on the future of international equestrian sport, ensuring that our teams and competitors are not disadvantaged.

We will be the UK authority on and effective administrator of competition matters including rider licences, international passports, classification, competition entries, bidding and hosting competitions, anti-doping, selections and appeals, disciplinary matters and appeals.

As a leading equestrian competition nation, we will promote hosting opportunities and support bids for first-class equestrian events.

Our Members will support this by timely and effective liaison and through participation in the International Influence Group.

### 3 We are the UK Federation member of the British Olympic Association and the British Paralympic Association.

We will effectively represent Team GBR and influence the future development of equestrian sport, maintaining its position within the Olympic and Paralympic programmes.

Our Members will support this through effective liaison and the identification of representation opportunities.



## Standards and Good Governance



### 1 We will ensure that best practice is adopted in all standards, structures, policies and procedures.

The British Equestrian Federation and its Members (where appropriate) will conform to the UK Code of Sports Governance Tier 1 Standard in their governance and, as a minimum, comply with all relevant legislative requirements.

Our Members will ascertain their current compliance and implement any required improvements in timescales to be agreed and with the support of the British Equestrian Federation.

### 2 We, together with all our Members, will ensure that we have appropriate, effective and up-to-date policies including (but not limited to):

- Anti-bullying and harassment
- Anti-doping
- Business, finance and risk
- Code of Conduct
- Complaints
- Employment and Volunteers
- Equality and diversity
- Equine welfare
- Health and safety
- Safeguarding
- Whistleblowing

The British Equestrian Federation will provide model policies and procedures and will support members as required through their implementation.

Our Members will ensure that such policies and procedures are fully implemented within their own organisations and that, where required, training is provided to staff, volunteers and officials to ensure adherence.

### 3 We will use our best endeavours to ensure that equestrian sport is clean and free from doping.

We will actively promote a culture of clean sport to all involved at all levels of participation.

We will deliver anti-doping education to athletes, staff and practitioners participating in the World Class Programme. We will also support Members in the delivery of anti-doping education.

We will ensure adherence to the British Equestrian Federation's Equine Anti-doping and Controlled Medication Rules (BEFAR) and will deliver an effective testing programme.

We will robustly investigate and fairly prosecute anti-doping rule violations.

We will adopt a zero-tolerance approach to all instances of doping.

Our Members will fully support and will facilitate all anti-doping activities.

### 4 We will ensure that the BEF and all Members fulfil their obligations with regard to the Code of Conduct and other FEI rules.

We will ensure that the FEI Code of Conduct and other rules as appropriate are incorporated into our Members' own Codes of Conduct and Rule books.

Appropriate sanctions will be available in the event of a breach of the code, including the sharing of relevant information as required.

Members will ensure compliance within their own organisations and will report any breaches in a timely manner.



## Welfare – Horse and Human



### 1 Equestrian sport will operate in a safe environment where individuals are protected from harm.

We will implement appropriate mechanisms to investigate and support complaints and identify poor practice and where necessary ensure that remedial action is taken.

We will continuously improve the safeguarding of both children and adults through greater collaboration and the enhancement of safeguarding practices, becoming the leaders in our field.

Our Members will ensure compliance with the NSPCC's Child Protection in Sport Unit (CPSU) framework and will assess this annually.

### 2 Equestrianism will operate in a safe environment where equines are protected from harm.

We will promote and support the health and welfare of equines in competition and beyond. We will work in partnership with our Members regarding rules, policies, training and advice to ensure that best practice is always followed. Together with our Members we will promote clear policies, guidance and enforcement to all areas of equestrianism. We will work with our Members to ensure consistent messaging regarding the importance of all aspects of equine welfare.

We will promote the highest standards in disease management including appropriate and widespread encouragement of vaccinations. We will lead and provide administrative support for the Horse Health Steering Group. In collaboration and partnership with the equestrian industry we will support and promote research studies to improve horse healthcare. Our Members will support the Horse Health Steering Group through input from qualified and skilled individuals. They will ensure outcomes are directed to the appropriate people and required actions are taken in a timely manner.

We will promote the FEI Code of Conduct for the Welfare of the horse and if necessary, ensure that it is enforced by taking appropriate actions with the support of our Members.

We will maintain our role as a Passport Issuing Office and work in partnership with our Members to ensure that an effective means of the identification of horses is available for all.

### 3 We will champion equality and diversity in all aspects of equestrianism at all levels.

We will lead the way in inclusion, by creating a positive culture that respects equality and diversity. We will ensure our strategic and operational behaviours reflect this at all times and live up to our promise through development, delivery and training, embedding better practice. We will ensure that our Code of Conduct is fully implemented by all Members and take appropriate actions to promote inclusion for all.



## Participation

### 1 We will effectively enrich the lives of people and horses through the delivery of inspiring projects.

We will secure external funding from available sources to maximise the opportunities to increase participation in equestrianism. This will include funds from Sport England for participation programmes in England and from other funding bodies to fund programmes elsewhere in the UK.

Our Members will identify suitable projects and be responsible for their delivery.

### 2 We will continue to deliver activities that support positive physical and mental well-being in addition to broader social benefits to participants, volunteers and their communities.

We will ensure that our staff, our Members and volunteers have the necessary understanding of the needs of potential participants, volunteers and spectators.

We will work with our Members to provide the capability and capacity to deliver to participating groups through the provision of appropriately qualified resources including coaches, riding centres and venues.

### 3 We will work to grow the numbers of people benefiting from participation in equestrianism.

In partnership with our Members we will seek to grow the numbers of people participating in equestrianism and will promote the benefits of individual membership of the relevant Member alongside the promotional activities of the members themselves.



## Development and Promotion of Equestrianism



### **We will increase the profile of equestrianism at all levels to secure greater recognition.**

Through the use of all available media we will seek to maximise our reach to and engagement of our target audiences. We will aim to raise awareness, knowledge and understanding of equestrianism including high welfare standards and the rewards of the horse-human partnership. Our Members will provide support through their own campaigns and major events ensuring the best possible exposure is obtained.

We will ensure that the skill and achievements of high-performing athletes and owners are promoted and recognition given for their achievements. Together with our Members, we will ensure that all relevant personnel receive appropriate media training after which they will be actively encouraged to engage with the media.

Together with our Members we will promote opportunities for participation including approved riding establishments and spectator opportunities using appropriate media.

We will seek to enhance the profile of the UK equestrian industry both within the UK and overseas, focusing on the value of the sector to the economy, the numbers of people engaged and the quality of the provision.

### **2 We will improve the public's perception of equestrianism and overcome the perceived barriers to participation.**

We will seek to address negative stereotyping and perceptions of both horse and human through highlighting positive engagement including volunteering, social inclusion, accessibility and affordability. We will seek to promote positive images that highlight the welfare of horses and the enjoyment that both horse and rider obtain from their relationships. Our Members will support this through their own positive messaging and communications.

### **3 We will ensure that the equestrian voice is heard by Government to inform their thinking, provide constructive input and shape all relevant policy.**

We will provide sporting representation to all relevant areas of Government in conjunction with our Members and other partners. This will include education on the true cost of producing and sustaining high-quality competition horses and the need for high equine welfare standards.

We will lobby on behalf of the wider equestrian industry in conjunction with our Members and other stakeholders on all relevant issues. We will actively participate in the All-Party Parliamentary Group for the Horse and the British Horse Council.



## Commercialisation and Sustainability



HOW WE WILL DELIVER OUR STRATEGIC IMPERATIVES

### 1 We will diversify our income streams while utilising available public funding to deliver agreed outcomes and value for money.

We will maximise ongoing funding for our World Class Programme through effective and successful delivery. In addition, we will seek to maximise sponsorship opportunities, in collaboration with our Members, through developing relationships with our successful teams and supporting innovation.

We will ensure ongoing funding for Participation in collaboration with our Members through the identification of relevant projects.

### 2 We will increase funds available for investment in equestrianism.

We will seek to identify and realise additional income, for example through the promotion of digital passports and the provision of passport management services. We will also support fundraising for the BEF fund.

We will seek to realise cost savings for all through collaboration with Members, for example through the sharing of services where appropriate.

In the longer term, and working in collaboration with our Members, we will develop sustainable income streams, commercial relationships and sponsorship agreements while ensuring that commercial interest does not take precedence over human or equine welfare.

## Equine Development

### 1 We will maintain an interest in the breeding and development of sport horses.

In collaboration with our Members we will ensure the continuing provision of effective programmes supporting the development of quality sport horses to ensure future success.

### 2 We will work with owners and potential owners to encourage investment in elite equine athletes.

Working in conjunction with our Members we will engage with owners and potential owners, developing relationships to ensure an ongoing pipeline of top competition horses.

### 3 We will develop an equine talent pathway that runs alongside the human athlete development programme.

We will seek to optimise talent development programmes and will identify development, training and campaigning opportunities to ensure that talented horses are able to fulfil their potential.

### 4 We will work with owners, potential owners, research specialists and others to further understanding of welfare issues affecting equine development.

We will ensure that in the quest for improved performance there are no long-term negative impacts on equine welfare arising from decisions taken, particularly in relation to breeding.

## IMPLEMENTATION AND MEASUREMENT

Having agreed our Strategic Imperatives these will be fully reflected in the **Operational Plans** of the organisation.



These Operational Plans will be aligned to the resources available for their delivery. As our resources are limited and, in some cases, the Strategic Imperatives are in competition for those resources, priorities will be agreed in consultation with stakeholders where appropriate.

As an integral part of each Operational Plan performance will be measured. These performance measures will be:

- **Clearly defined and simple to understand**
- **Visible to all**
- **Derived from the relevant Strategic Imperative**
- **Related to specific achievable goals**
- **Able to provide timely and accurate feedback**





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