
ENVIRONMENTAL SUSTAINABILITY IN
EQUESTRIAN SPORT

British 
Equestrian

Contents

Project Title:.....	3
Key Stakeholder:	3
Invitation to Tender:	3
Date:	3
Introduction	3
Background	4
Previous research.....	4
Strategic Objectives	5
Research Objectives	5
Research Audience / Areas of Focus	6
Partnership working.....	7
Deliverables.....	7
Timescales (Indicative).....	8
Tender Requirements	8
Skills Competencies and Experiences	8
Budget	9
Risk	9
Proposal Selection Criteria.....	10
Additional Information	10
Contact Details	11



Project Title: Setting the Federation's Environmental Sustainability Baseline

Key Stakeholder: British Equestrian, including its member bodies and the riding public

Invitation to Tender: British Equestrian (BEF), on behalf of our member bodies, is seeking a suitably experienced organisation to undertake research services to help understand its environmental sustainability baseline. It is anticipated that the contract will commence in October 2022 and be completed by January 2023.

Date: 22 August 2022

Introduction

British Equestrian is the national governing body for horse sports in the UK affiliated to the Federation Equestre Internationale (FEI), the international governing body of equestrian sports. We exist to provide leadership, vision and purpose in steering the direction of equestrianism; we are separate to horseracing but works in parallel with the British Horseracing Authority (BHA).

British Equestrian is an umbrella organisation representing the interests of three million riders, vaulters and carriage drivers in Great Britain via 18 independent member bodies (14 members and four associates). Established in 1972, we are the largest representative body within the equestrian industry and our patron is HRH The Duchess of Cornwall.

As a national governing body, British Equestrian works on policy issues with the FEI. We coordinate the British calendar of international events, disciplinary procedures, doping control and oversee the training of British international judges, stewards, vets and course designers.

At home, we play an active role in representing the common interests of our member bodies to organisations such as the British Olympic Association, British Paralympic Association, SportsAid, the Sport and Recreation Alliance, Department for Digital, Culture, Media and Sport (DCMS) and Department for Environment, Food and Rural Affairs (Defra).

British Equestrian receives government funding into equestrian sports. Funding from UK Sport and Sport England supports British Equestrian's work, from developing elite riders aiming to win medals for Great Britain through the World Class Programme, to encouraging complete beginners from a range of backgrounds to get involved. Funding support is also provided by sportscotland to horsescotland, which is aligned to British Equestrian.

Our members can be found here:

<https://www.britishequestrian.org.uk/about-us/member-bodies>

Background

Across sport there is a growing awareness of our collective responsibility to the environment in both a practical and a leadership role. A number of leading Government and Non-Governmental Bodies have come together to form the Sport Environment and Climate Coalition to lead and coordinate the sector's efforts on climate change and environmental sustainability. The group will harness the sector's collective resources to help reduce the environmental impact of sport, recreation and physical activity and contribute to the UK's transition to net zero. Furthermore, the European Equestrian Federation (EEF) has recently established a Sustainability Working Group and the FEI published a Sustainability Handbook, providing guidance to National Federations and event organisers. Concurrently other sports are also scoping similar work, including boxing, judo, shooting, tennis, sailing, football, canoeing and angling. Initial conversations are in progress with EEF to hopefully enable a joined-up approach across the European landscape.

The BEF is acutely aware of our environmental and social responsibilities and that equestrianism is more than just a sport - for many, it is a way of life. As such, and as a predominantly rural based industry, we need to better understand its environmental impact and the ways and means to address negative effects, in the short and long term. It is clear that there is no silver bullet to this challenge, but it is vital that the BEF and our members understand where it is now, and how to mitigate and change behaviors to be as environmentally conscious as possible.

Previous research

Whilst the BEF has not conducted specific research in this area, several similar sports and industries have, including the British Horseracing Authority (BHA) and the Thoroughbred Breeders Association (TBA). Further research by event holders, including Royal Ascot and Goodwood, and by other sports, including the Lawn Tennis Association (LTA) and the Royal Yachting Association (RYA) will provide useful reference points. Within equestrianism, the British Horse Society (BHS) has begun work with their staff and membership to understand the current landscape and the FEI Handbook on sustainability would also be a valuable source for the equestrian landscape. More recently, the FEI World Championships for dressage, para dressage, jumping and vaulting held in Herning, Denmark, this August. Their initiatives (with FEI) are included below for information. It is understood that the EEF will be endorsing and publishing an environmental sustainability strategy in September.

Below are links to examples of similar research, statements of intent from equestrian and sporting bodies and also links to the government's approach for the sport sector:

- <https://www.sportandrecreation.org.uk/news/industry/sport-environment-and-climate-coalition-state>
- <https://www.sportengland.org/how-we-can-help/facilities-and-planning/sustainability>
- <https://www.uksport.gov.uk/news/2022/03/17/sport-environment-and-climate-coalition-statement-on-climate-change-and-environmental-sustainability>
- https://www.britishhorseracing.com/press_releases/summary-findings-published-from-initial-research-into-environmental-sustainability-in-british-racing/

- <https://www.ascot.com/race-is-on-to-reduce-plastic-waste-at-ascot>
- <https://herning2022.com/en/sustainability>
- <https://www.badminton-horse.co.uk/sustainability/>
- <https://www.lta.org.uk/what-we-do/governance/sustainability/>
- <https://www.rva.org.uk/about-us/policies/environment-and-sustainability>
- <https://hpower.co.uk/environmental-sustainability-policy/>
- <https://www.paris2024.org/en/the-legacy-and-sustainability-plan/>
- <https://basis.org.uk/>

Strategic Objectives

British Equestrian's Strategic Vision: 'Together we will be the voice of and provide leadership for all those who are inspired by and engage with horses.' (Strategy 2020-2024). As such, the BEF is remitted to lead in strategic areas that impact the members and the external perception of industry and sport. Furthermore, as a strategy written before COP21, it is acknowledged by both the BEF Board and Governing Council that more must be done to address our collective environmental impact.

The BEF, including its members, is committed to environmental sustainability and is aware that it needs to develop a strategic plan to shape its approach in the future. This piece of work will help build an overarching Environmental Sustainability Strategy for the sector.

As a starting point, the strategic rationale for this work is to help the BEF and our Member Bodies to:

1. Understand compliance to meet the emerging minimum requirements for environmental sustainability.
2. Provide a clear recommendation in order that the BEF can take relevant steps to meet the minimum requirements for environmental sustainability.
3. Meet the strategic objectives of the funding partners to ensure continuation of their support for equestrianism.
4. Provide a series of recommendations on the steps required to embed environmental sustainability into the Federation's overarching strategy.

Research Objectives

Our overall aim is to improve the negative environmental impact of our industry and to inform and educate those involved about our responsibility to the planet. The project would be broken into three phases, and we would require the proposals to outline the costs of each phase for consideration.

Phase 1

- To provide an understanding of the environmental impact of equestrianism across the UK

- To understand compliance to meet emerging minimum requirements
- To develop a roadmap of actions with the aim of meeting the minimum requirements and supporting our Member Bodies to achieve the same.

Phase 2

- To understand the risks, challenges and opportunities
- To develop a roadmap of actions to deliver long-term change beyond the minimum requirements.

Phase 3

- To propose clear steps the BEF would need to take and provide support to the BEF and our Member Bodies in developing plans to achieve effective change the long-term (moving to net zero).

Research Audience / Areas of Focus

We see that there are a number of potential areas for research, indicating that this project may need to be considered in smaller stages, or with specific focus on areas where we can effect change. The areas to consider could include the following, and we would suggest that a proposal would provide a breakdown of cost per research audience category. We would also look to a proposal to suggest where within these categories the priorities should lie in the first instance.

1. Internally:
 - a. BEF office practices
 - b. The World Class Programme (WCP) – training, competitions, travel.
2. The wider Federation (the Member Bodies and their members) which would include:
 - a. Equestrian centres (riding schools, livery yards, competition centres)
 - b. Clubs
 - c. Event organisers – e.g., those hosting events held on landed estates, in forestry environments and farms
 - d. Equestrian trade organisations and associated industries
 - e. Horse owners: the environmental costs of keeping horses and attending events
 - f. Riders and participants without their own horses – how do they access the sport?
 - g. Transportation to places to exercise for leisure purposes, training, and competition (nationally and internationally).
3. The equestrian community as a whole:
 - a. Impact on the landscape for leisure use: provision of facilities, access to space to ride and how to reach it
 - b. The impact of the demand for water, feed, forage, and bedding for horses
 - c. Waste management in yard environments
 - d. Land management practices.

For the third area, there is potential that similar work has been undertaken in farming and there may be potential for collaboration across sectors in this area.

Commented [WM1]: Is it worth investigating/mentioning collaboration here? I'm sure there's work been done here in farming so not worth reinventing the wheel.

Partnership working

In addition to the National Lottery via UK Sport and Sport England, British Equestrian has sponsors and partners who could be included in this research to provide a more holistic view of the industry – partners include event holders, feed manufacturers, equine supplements, saddlers, farriers, and logistic companies.

This project is expected to receive a lot of attention from other partners involved in the delivery of equestrian activities across the UK who would also benefit from the research and recommendations. With this in mind, the BEF has consulted with a wide variety of member bodies and other organisations, and they are keen to support this project to meet the research objectives.

Deliverables

This is intended as the first phase of the Federation's approach to environmental sustainability. The outcome should be a consolidated report identifying the areas of strengths and weaknesses, with recommendations on how to improve the Federation's approach, providing insights and tangible options to address key issues. It should set out a recommended list of priorities and deliverables set against a time plan and provide advice about 'next steps.' It should also provide a cost gain analysis to help inform decision making and resource sourcing and allocation.

During the research, there will be a requirement for regular updates to the Project Lead (regularity to be determined) and a detailed mid-project report to enable the BEF Board to have clarity on the potential outcomes of the final report.

The final report should be written for the BEF Board and the member bodies, with presentations and subsequent workshops to cascade the critical findings. The aim of the workshops would be to bring to life the findings of the research and to assist in developing collaborative next steps in co-creating new programmes.

There will need to be an associated media pack to support the research, findings, and commitment to any subsequent plan.

In summary, the key deliverables are as follows:

- Regular updates to the Project Lead
- A mid-project report on emerging findings
- A detailed final presentation, including key insights and recommendations for the BEF Board and Member Body Executives
- Detailed qualitative quotes, depicting the sentiment and language behind the insights
- Workshops to present the critical findings.

Ultimately, the BEF wishes to achieve the following outcomes in the long term:

- To demonstrate that equestrianism takes its environmental responsibility seriously and, where it can, lead the way in sustainability in sport and recreational activity
- To ensure member bodies and their membership understand the issues and take greater responsibility and leadership for sustainability.

Timescales (Indicative)

Invitation to Tender process begins	Monday 22 August 2022
Deadline for questions from agencies	Friday 9 September 2022
Deadline for agency proposals	Friday 16 September 2022
Shortlisting	Friday 30 September 2022
Shortlisted agencies: stage 2 virtual presentation	w/c 3 October 2022
Agency appointment	10 October 2022
Kick off meeting and finalise approach	w/c 17 October 2022
Fieldwork period	October 2022 – January 2023
Interim summary of findings	Early December 2022
Presentation and workshop with the BEF & partners	w/c 16 January 2023

Tender Requirements

The written tender proposal should include the following:

- Executive summary
- Introduction
- Approach to delivery of key requirements to answer the research methodology
- How they would reach the research audience described in ITT we
- High quality deliverables that maximise the benefits of this project, and answer the strategic and research objectives
- Detailed breakdown and explanation of costs
- Company credentials and case studies
- Risk register (see below).

Skills Competencies and Experiences

We are open to bids from individual organisations and consortiums. The successful provider(s) will need to demonstrate skills and expertise in the following areas:

- Expertise in the development of quantitative and qualitative research methods
- Experience of undertaking environmental research
- Credibility and expertise when researching audiences that may be familiar with this area of work
- Ability to turn data into valuable insight to successfully drive change and inform policy
- Excellent communication skills, including project management, presentation and workshop delivery
- Experience in delivering high quality outputs from similar projects
- Enable a partnership culture of mutual respect, trust and support.

Budget

The current allocated budget to this work is circa £20k which includes VAT and project costs, e.g., travel expenses.

However, we are interested in seeing what sort of investment is required to complete all phases. Therefore, please submit your proposal even if your costing does not match with the indicated budget and provide a clear rationale for your proposed approach. At this stage, the BEF are committed to conducting stage one and will review if stage two is possible once proposals have been received.

Agencies should provide a breakdown of costs for all stages of the research and understand the per interview cost, management costs etc., as well as VAT and expenses, as appropriate.

It may be that agencies feel the wide range of audiences and answering these objectives are beyond the scope of this budget – in which case, agencies are asked to provide a cost for delivering the core objectives.

Agencies are invited to include itemised costs for the research around the wider audiences and for the three phases of the project. It will be the BEF's decision on whether to include them if budgets permit.

Risk

Agencies responding to this ITT are encouraged to provide a risk register for this project, outlining the risks that may affect their ability to deliver the project, alongside scores for the likelihood and impact of each risk. Against the risks, a series of mitigating actions should be included in the proposal, demonstrating the ways in which the agency can reduce the impact and/or likelihood of each risk.

The risks to the business of not conducting this project include:

1. Failure to address the future of the sport and its impact on the environment
2. Failure to meet a strategic aim of both UK Sport and Sport England
3. Falling behind other sports, our own Member Bodies and event organisers in the UK who are already starting to address this issue. This would have a negative impact on the reputation and perception of the BEF.

Proposal Selection Criteria

For this project, agency proposals will be scored against the following criteria:

Criteria	Weighting [tbc]
Understanding of the brief, including strategic importance	3
Proposed methodology and demonstrable expertise in it	3
Evidence of similar research (sport/equine industry)	2
Project team	3
Demonstrable expertise in providing actionable insights	3
Risk register and mitigating actions	1
Value for money	3

Proposals will be reviewed by the project lead, two members of the BEF staff and a representative from our member bodies

If shortlisted, the potential organisation will be invited to attend a virtual interview w/c 26 Sep 2022. The interview will comprise a 40-minute presentation, covering the main elements of the potential organisations' response to this ITT and 20 minutes for questions from the panel. Interviews will last no more than one hour. Potential partners should indicate in their tender response whether they are available to attend on this date. If unavailable, an alternative date may be agreed the week beginning w/c 30 Sep 22. On appointment, the successful organisation will be expected to attend an inception meeting with the project team.

The BEF reserves the right to change the tender process including the timetable, to reject any or all the proposals received, not to invite any tenderer to proceed further and not to provide any tenderer with additional information. Each potential organisation should identify any conflict of interest that would affect their submission.

Additional Information

The Participation Team has recently concluded a Capacity Survey of Riding Schools, to understand the impact of COVID and the speed of recovery. Furthermore, the impact of the war in Ukraine and inflation (particularly on fuel and feed) is yet to be fully understood.

There are several ongoing research projects for the BEF, with a focus on Equality, Diversity and Inclusion. These includes research into the 'barriers and perceptions of the sport, and specific research into urban riding schools to understand best practice – both led by the BEF Participation Team.

Concurrently there is an overarching emphasis on equine welfare and the social licence to ride, which must be a paramount consideration in any project for the industry.

Contact Details

The project will be initially managed by Richard Dando on behalf of the BEF. The contact details for Richard Dando: Richard.Dando@sportstructures.com. He will be supported by Lucy Jones (lucy.jones@bef.co.uk), who should be copied into all correspondence.

Questions to help prepare your tender document can be submitted via this link: <https://m.shortstack.page/CVh0SK>

You should also submit your requirements in your proposal outlined in the Tender Requirements section via the link.