

# KPIs

- Participation shows an upward trend by end 2017
- Sport England targets and MB Programme targets met in 2016 and 2017
- Workforce needs identified via surveys 2016 and plan developed 2017 to address needs
- Number of coaches in training increased by 15% and standards improved by increased coaches on register by 10% by 2017

- 10% increase in facilities accessible to those with disabilities as measured by RDA centres and Accessibility Mark accredited centres by end 2017
- Number of MB approved centres and venues maintained by end 2017
- Better facilities strategy reviewed by end 2016 to ensure fit for future

- Long term equine monitoring process developed
- More British bred horses achieving international success
- All MBs to subscribe to jointly developed BEF biosecurity code and equine sector codes of practice
- BEF represents industry's requirements to government and consults effectively on proposed regulatory changes

- Conduct Strategic Review in 2015
- Secure funding for Tokyo cycle
- Sustain high performance business structure and practices
- Optimise pathways from grass roots through to podium
- Implement strategy to keep and attract owners
- Meet UK Sport's 2015 Milestone targets
- Secure horse/rider combinations for 2016

- Meet all requirements of FEI and Sports Councils
- Long term development plan for Federation future completed by 2017
- Data collection and analysis scoped, funding and delivery partner in place and supporting participation increase by end 2017

# STRATEGIC GOALS

Priorities (1-3) 1 = Very High

## People

- 1 { • Market insight underpins all our decisions
- Needs of the workforce identified and understood
- Hard to reach customers engaged with BEF (not currently in membership)

## Responsibility

- P, M&C, MBs
- P, MBs
- P, CP, M&C

- 1 { • Customer motivated and inspired to participate
- Quality rider experiences are delivered to meet customer need

- P, M&C, WCP, MBs
- P, MBs

- 2 { • Develop and ensure that a high quality coaching, education and support strategy is implemented to meet workforce and industry needs
- Number of qualified coaches increased and coaching standards improved

- MBs, P
- P, MBs

## Places

- 1 { • Develop and promote standards in facilities for recreational and competitive participation including accessibility for all

- P, BHS, RDA, PC, ODs

- 2 { • Increase access to places to participate (through influencing legislation, planning, operational issues and accessing funding/value)

- P, BHS

## Horses

- 1 { • Support improving standards of biosecurity in the equine industry
- Maintain a robust process to ensure development of the elite horse from foal to 5 year old
- 2 { • The development of a single lead body for British breeding
- Healthy horses bred to be fit for purpose
- 3 { • Positive Regulation impacting on the equine sector

- ED, all MBs
- ED, EGB, BD, BE, BS
- ED
- ED, all MBs
- ED, all MBs

## Medals

- 1 { • A strategy that maps, tracks and identifies talent for the WCP
- A strategy that develops potential in athletes and horses and attract new owners
- A HP environment and systems to optimise performance
- Inspire the next generations of owners, athletes, suppliers, coaches, supporters, audiences and participants

- WCP, OD MBs, Excel
- WCP, MBs
- WCP, OD MBs
- WCP, OD MBs

## Leadership

- 1 { • Continue to meet Sports Councils' governance requirements
- Set, promote and enforce safeguarding and equality standards across MBs

- GC, HF
- GC, P, MBs

- 2 { • MBs meet best practice governance standards

- BEF Leadership, MBs

- 1 { • Fulfil role of NGB and NF and influence national and international policies and practice

- CE, GC, PD, HS

- 1 { • Develop data collection and analysis across the BEF and MBs and utilise to further objectives, especially in participation
- Explore and develop alternative revenue streams

- BEF Leadership
- BEF Leadership, MBs

- 2 { • Develop a cogent One Team action plan for the Federation and MBs
- Ensure organisational structure is efficient and effective
- Create a compelling employment proposition and promote best practice across the BEF and MBs
- Support education, research and knowledge sharing across the sector

- BEF Leadership, MBs
- GC, HF
- BEF Leadership, MBs
- ED



# Collective BEF Compass

## CRITICAL SUCCESS FACTORS

- ### People
- Enable sustainable growth in participation
  - Attract, develop and retain a skilled workforce and volunteer community

- ### Places
- Enable quality experiences with access and opportunities for all

- ### Horses
- Support and promote the breeding and development of British horses that are fit for purpose
  - Protect the health and welfare of horses

- ### Medals
- Identify talent, develop potential, improve and sustain medal winning performance
  - Inspire by excelling on the world stage

- ### Leadership
- Ensure the BEF is structured, financed and informed to deliver the vision
  - Lead and represent equestrianism at home and abroad

## VALUES

We will individually and collectively:

### Performance

Strive to succeed in all our endeavours and deliver high standards of service to all the BEF stakeholders.

### Partnership

Work in collaboration to find solutions to shared issues and be open and honest at all times.

### Professionalism

Remain objective, professional at all times, act with integrity in an ethical way and treat everyone with respect.

### Passion

Be passionate in all endeavours, working together with our team for the benefit of our stakeholders.

## VISION & MISSION

**PEOPLE – PLACES – HORSES – MEDALS**  
Working in partnership to inspire participation and success

### Key

- BD-British Dressage
- BE-British Eventing
- BHS-British Horse Society
- BS-British Showjumping
- CE-Chief Executive
- ED-Equine Development
- EGB-Endurance Great Britain
- Excel-Excel Talent Programme
- GC-General Counsel
- HF-Head of Finance
- HS-Head of Secretariat
- KPI-Key Performance Indicator
- M&C-Marketing and Communications
- MB-Member Body
- NGB-National Governing Body
- OD-Olympic Disciplines
- P-Participation
- PC-Pony Club
- PD-Performance Director
- RDA-Riding for the Disabled
- WCP-World Class Performance

