

BE STRATEGIC PLAN 2016-2020

KPIs last reviewed 22.2.2018

Strategic Goals**PEOPLE**

1. Develop and implement strategies to attract, train, educate, meet the needs of and retain people in our sport. Owner – OS with MT
2. Develop insights to understand and engage with potential and existing members of the eventing community according to their needs. Owner – OS & AK
3. Create and utilise appropriate forums to ensure balanced and informed decision-making on behalf of the sport. – Owner – DH

HORSES

1. Train, educate, promote and reinforce horse welfare at all times in conjunction with other equestrian organisations. Owner - DP
2. Provide appropriate training, education and competition structures to enable horse and rider combinations to achieve their potential. Owner – DP & SM
3. Work with the British Equestrian Federation (BEF) to promote British breeding and Futurity where appropriate. Owner – DH & RG

SUCCESS

1. Create and deliver talent identification and development pathways and programmes up to the World Class Podium Potential in collaboration with BEF World Class. Owner - SM
2. Collaborate with BEF World Class to deliver podium and podium potential programmes in a high performance environment. Owner - DH
3. Create and deliver pathways and programmes to encourage people and horses at all levels to achieve their goals and be recognised. Owner - DP
4. Govern an internationally recognised programme of International events including officiation and risk management. Owner - DH
5. Influence national and international policy and practice including maintaining an Olympic status. Owner – DH

MODERNISATION AND INNOVATION

1. Develop and implement strategies to identify and ensure the best use of technologies in order to continuously improve the quality and reach of our sport. Owner - AK
2. Develop and implement a strategy to promote and present all aspects of the sport and the BE brand, in order to increase levels of engagement, understanding, accessibility and participation. Owner - OS
3. Use insight to enable us to better serve the wants and needs of our potential and existing customers. Owner – OS & AK
4. Create and implement a strategy that identifies and optimises our assets and enables the development of commercial partnerships for the benefit of our sport. Owner – OS & MH

OPERATIONAL EXCELLENCE

1. Continue to review and maintain leading sport-related standards incl. event, quality and risk management standards. Owner - DP
2. Continue to develop the BE fixtures process based on objective criteria. Owner - DH
3. Develop, maintain and communicate an effective organisational structure, decision-making and regulatory processes. Owner - DH
4. Collaborate with and operate effectively within international and national sporting governance standards including Federation Equestre Internationale (FEI), BEF and Sport and Recreational Alliance. Owner - DH
5. Foster empowering leadership and management practices throughout the organisation that encourage responsibility and accountability at all levels. Owner - DH
6. Develop a finance strategy to ensure sustainability and growth, encompassing event viability. Owner - WM

Critical success factors**PEOPLE**

1. Attract, retain, develop and reward/recognise more people.
2. Increase accessibility of the sport to a wider audience.
3. Develop a culture of informed decision-making through communication, consultation and collaboration (3C's).

HORSES

1. Ensure the welfare of the horse.
2. Create pathways to enable horses to reach their potential.

SUCCESS

1. Achieve and maintain medal-winning performance.
2. Inspire and enable people in our sport to achieve their personal goals.
3. For BE to be recognised as the leading eventing national federation worldwide.

MODERNISATION & INNOVATION

1. Broaden the appeal of the sport through the use of technology and presentation.
2. Create a modern, customer and commercially-focused culture.

OPERATIONAL EXCELLENCE

1. Ensure competitions meet customer needs and world class standards.
2. Develop and maintain effective leadership and robust governance.
3. Ensure financial sustainability and growth to meet the changing needs of the sport.

Values**PROFESSIONALISM**

We will develop and maintain the highest standards for all to aspire to.

We will be respectful of people, horses and our traditions.

INTEGRITY

We will act with honesty and transparency, holding to our commitments.

INCLUSIVITY

We will collaborate with our partners to develop a sport for all.

We will nurture an encouraging and supportive community.

INNOVATION

We will embrace new ideas and technologies.

PASSION

Our enthusiasm will inspire people in all aspects of our sport.

Vision

To provide the Ultimate Equestrian Challenge

KPIs

1. Stakeholder strategies to be reviewed by December each year in conjunction with Commercial Strategy. Target 3% increase in membership overall 2018
2. Appropriate annual stakeholder research concluded each year. Then plans reviewed and amended within three months.
3. Review committee and consultation structure annually.

1. Ensure welfare components of individual strategies are in place and review annually.
2. In conjunction with annual stakeholder surveys, assess and enhance existing training and competition structure where appropriate.
3. NOTE: Awaiting outcome of BEF Equine Development Review

1. In conjunction with BEF, by December 2018 implement required structure to deliver new Excel funded Talent Pathways at all levels.
2. Work together with and support World Class Performance Management to achieve medal targets in 2018 as stated in selection policy.
3. Introduce BE80(T) Championship in 2018 and review with Fixtures Team Regional Championships for 2019.
4. Initiate Strategic Road Map (SRM) 2021 process.
5. Maintain influence on FEI level.

1. Deliver Website and turn off legacy database by December 2018.
2. & 4. Deliver Commercial Strategy 2018 Objectives.
3. Introduce targeted email campaigns by December 2018.

- 1a. 100% events continue to meet event standards by end of '18 and take appropriate action where necessary.
- 1b. Meet risk management plan KPIs annually
2. Confirmed calendar completed & communicated using all available data in Nov each year. Initiate SRM2021 process.
3. Annual structural review completed by Dec each year.
4. Comply with FEI, BEF, SRA, UK Sport (Code of Governance) governmental sport bodies published standards. Review annually.
5. Implement actions from 2017 Employee Satisfaction Survey and resurvey in December 2018.
6. Financial targets set by mid-year and reviewed annually incl. reserves, growth and capital investment. Operational review terms of reference agreed 2018.