



# STRATEGIC ROADMAP

“GROW THE SPORT”



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# STRATEGIC ROADMAP

## PILLARS

### MEMBERSHIP

- Better Value
- Opportunities
- Customer Satisfaction

### SPORT

- Fixtures
- Product
- Promotion

### SUSTAINABILITY

- Business Model
- Horse Welfare
- ESG

### EDUCATION

- Officials
- Riders
- Coaches

# MEMBERSHIP

“Put customers at the heart of BE”

## BETTER VALUE

Significantly reduced membership at entry levels BE80 & BE90

- Grow the membership
- Membership restructure to make entry-level into the sport more cost effective
- Readdress the balance to make cost per run more proportionate
- Removal of AI & subsequent 15% on every entry
- Build on successful rider working groups as forums to test new ideas
- Provide greater competition opportunities within a smaller radius in some regions
- All year round BE offering to include “off-season”
- Increase prize offerings for members (trophies/sashes/rosettes/rugs)
- Strive to increase prize money
- Introduce prize money at all levels

## OPPORTUNITIES

Enhance the member experience by offering greater membership opportunities & benefits

- Provide competition opportunities at all levels with championships & leagues
- Develop a training strategy to reintroduce regional training opportunities for BE members
- Introduce remote training & webinars for BE members
- Create a sense of inclusiveness & being part of a “club”
- Develop business partnerships that bring membership discounts
- BE branded clothing opportunities for members
- Utilise BE magazine to highlight grassroots members’ successes & achievements

## CUSTOMER SATISFACTION

Strive to become a customer focused membership organisation

- Membership satisfaction surveys to be rolled out in 2022
- Rider reviews for BE events to be rolled out in 2022
- Accurate cross country course descriptions to be provided in schedules for each event
- Cross country guidelines to be developed and provided for the membership so they know what to expect at each level in this phase
- Educate stakeholders with positive messaging
- Offer multi-channel support
- Ease of entry process
- Improve useability of website



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# SPORT - FIXTURES

Produce a balanced Fixtures Calendar that maximises members' opportunities to compete

Review	Review fixtures philosophy & protocols
Opportunity	Provide competition opportunities local to the membership
Encourage	Encourage good UA events into the BE Calendar
Implement	Implement recommendations from SFC Review
Promote	Promote loyalty to the BE Brand
Provide	Provide event sustainability for organisers
Clear	Clear pathways to Championships at all levels
Restructure	Restructure of Youth Competition Pathway
Develop	Develop a strategy to aid peripheral events



# SPORT - PRODUCT

Delivering the SPORT the membership want

Championships & Leagues  
for all levels

Redefine Area Festival  
pathway to  
Championships & simplify

Further rollout of Novice  
Masters Series

Pilot of Intermediate  
Masters Series

Develop a 4\*  
“Super Series”

Aspirational  
Championship venues for  
GR members

Develop alternative  
formats such as Two-  
Phase, Combined Training

Roll out Try & Train for  
Eventing

Increase accessibility into  
the Sport

All year round BE offering

Review & maintain leading  
sport-related standards  
including event, quality &  
risk management  
standards

Review Event Evaluation  
Document to improve its  
usability and effectiveness

Review current “Quality  
Improvement Plan” &  
consider implementing  
course advisor programme  
similar to USA

Review of current Rider  
Rep system to develop  
greater effectiveness



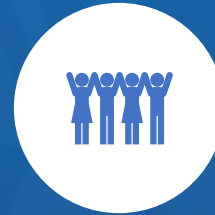
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# SPORT - PROMOTION

Increase awareness & accessibility of the Sport to a wider audience



Develop a marketing & communication strategy to improve & enhance the quality of communication BE members receive & support the recruitment of new members



Celebrate the achievements and success of members at all levels from grassroots to elite



Review & develop the membership offer to provide greater opportunities & benefits & increase value to members



Modernise & streamline BE Website to enhance user journey & encourage new members into the Sport



Support the development of a “go-to” equestrian platform, for all equestrian sport, to enhance accessibility & increase engagement



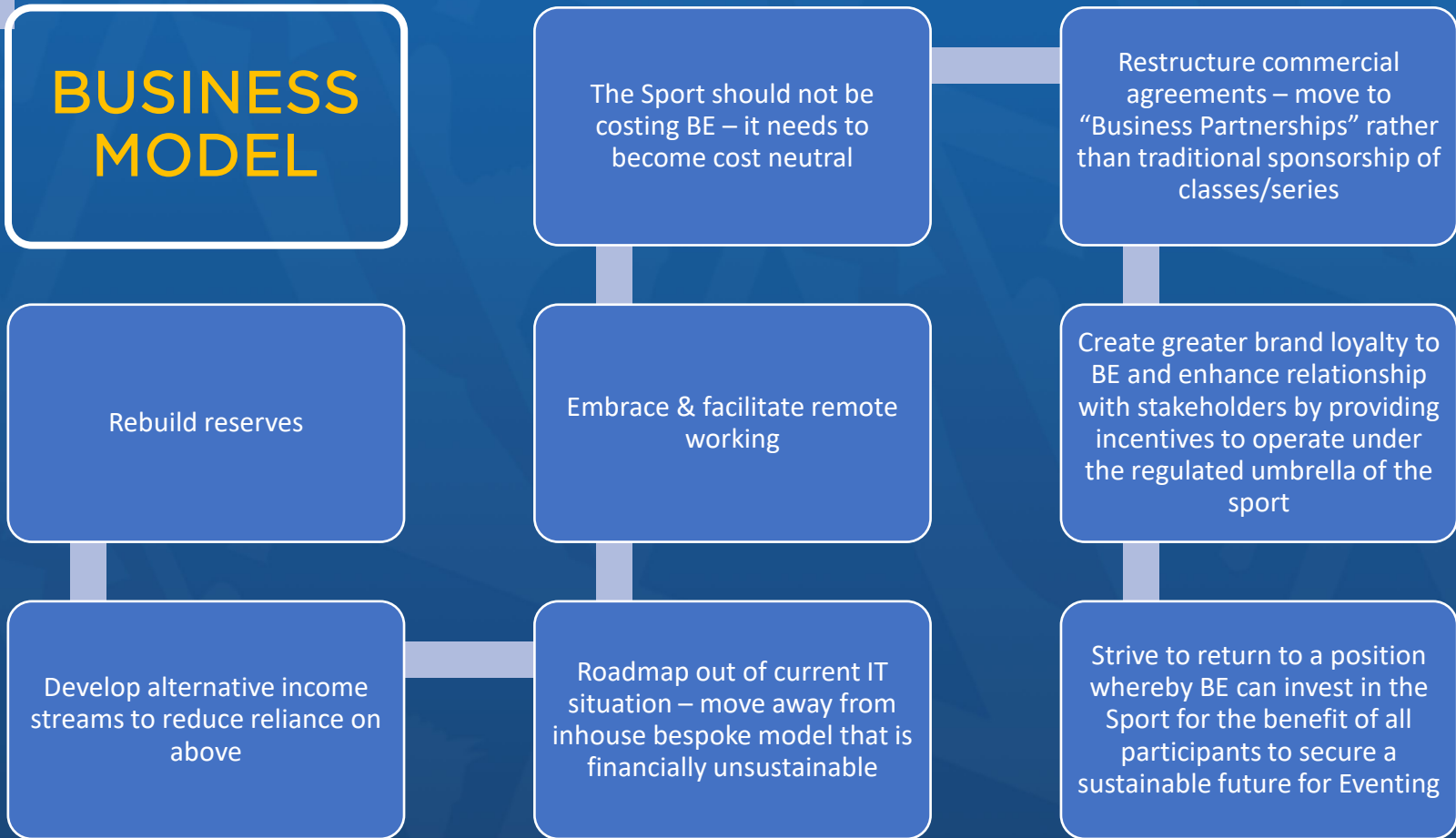
Development & rollout of brand new BE Podcast



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# SUSTAINABILITY

“Taking responsibility for our actions”



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# SUSTAINABILITY

“Taking responsibility for our actions”

## HORSE WELFARE

Enforcement of rules & standards on field of play

Education of all stakeholders & support for BE Officials to sanction when required

Develop guidelines for members relating to inappropriate use of media on all platforms; we must present our Sport in a positive light

Rules can & should evolve

Revisit the use of non padded whips for jumping phases

Positive & proactive messaging – Articulate relevance of horse sport and wider sector

Continue to highlight uniqueness of horse-human relationship in sport

Protect image of equestrian sport for Olympic inclusion/longevity



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# SUSTAINABILITY

“Taking responsibility for our actions”

## ESG

Environmental, Social & Governance:-  
How can we support a world seeking to  
move towards greater sustainability?

Develop an internal  
sustainability policy for BE

Set up a Sustainability Focus  
Group to consider solutions  
for the whole of the sport (to  
include representation from  
all stakeholder groups)

Consideration to reducing  
travel time to events

Provide more cost-effective  
competition opportunities for  
professional riders i.e. whole  
stable of International classes  
as per European model

Providing competition  
opportunities for Elite  
Athletes on UK soil

Reusable number bibs –  
eliminate paper

Reduce need to travel to HQ

Ensure the highest standards  
of governance are upheld in  
accordance with UK Sport &  
Sport England code

Communicate and administer  
the BE Code of Conduct to all



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# EDUCATION

“Camaraderie, Collaboration, and Capacity Building”

## OFFICIALS

Develop a succession plan to service the structure of both National & FEI competitions with high quality Officials

Provide greater learning opportunities for BE Officials

Develop a comprehensive CPD Strategy to meet the personal & professional needs of all BE Officials

Facilitate an FEI Course for Ground Jury, Technical Delegates (TDs), CDs and FEI Stewards in 2022

Review current logbook system and provide clear pathways for BE Officials including induction days, appraisal processes & CPD opportunities

Peer review of Course Designers supported by statistical analysis where appropriate

Develop mentorship programme for Course Designers

Develop competency based assessment of Officials

Ensure BE frangible technology remains at the forefront of International XC standards

Revisit & activate BE Volunteers Strategy with the aim being to recruit, train, reward and retain volunteers within the sport of Eventing

Investigate cross-discipline training opportunities with other BEF member bodies



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# EDUCATION

“Camaraderie, Collaboration, and Capacity Building”

## RIDERS

Encourage, develop and educate Riders of today & tomorrow in all aspects of Eventing

Develop a BE Training Strategy that provides high quality training & delivers a positive experience for riders of all levels

Bring new members into the sport through training platform

Provide training opportunities of all types that provide an effective geographic spread to engage riders all over the country, both BE members and non-members

Develop online courses and assessments to enhance the knowledge of all participants in ancillary areas of horsemanship such as competition preparation, feeding, nutrition, fitness etc.

Clearly define Youth development framework that will further enhance the quality of training provision & deliver a positive experience for all participants

National network of Junior Academies

Step up to Novice Training Series

Step up to International Competition

Introduction of Young Horse Equine Pathway Programme



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# EDUCATION

“Camaraderie, Collaboration, and Capacity Building”

## COACHES

*Encourage and develop coaches through a clear pathway within our sport*

- Develop a comprehensive Coaching Strategy which defines expertise & certification for BE Coaches
- Revisit the BE Coaching Matrix to offer an arc of progress and coaching opportunities for high performing coaches at Regional, National and High-Performance level
- Upskill the existing coaching workforce with an emphasis on developing even more awareness of athlete wellbeing and horse welfare
- Review of UKCC qualification content, to include a review of current cohort of course educators
- Recruitment of exceptional coaches operating outside of the BE accredited coach list and fast track to UKCC qualification
- Provide high quality CPD opportunities that will utilise the technical expertise available from coach developers and practitioners from a wide range of professional bodies



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