

KPIs

1. Stakeholder strategies to be reviewed and/or developed by March 2016. Reviewed annually
2. Initial stakeholder research concluded by December 2016. Then plans created by Mar 2017
3. By March 2016 implement Committee and Working Group consultation structure including annual planner.

1. By December 2016, ensure that welfare components of individual strategies are in place. Review annually
2. In conjunction with stakeholder surveys, assess and enhance existing training and competition structure where appropriate. By August 2016
3. Identify our point of influence with BEF by March 2016

1. In conjunction with BEF, review talent pathways at all levels by March 2016. Adjust if required by December 2016 and thereafter annually

2. Revised International Committee structure in place November 2015.
3. Review by May 2016 leagues, championships and awards to ensure that all levels are recognised.
4. Review governance mechanisms for International calendar, standards, officials and Risk Management by March 2016
5. Develop an international influence strategy by June 2016. Review December 2016.

1. IT Strategy developed by March 2016. Implemented by December 2017
- 2.& 3 Marketing & Brand Strategy developed by March 2016. Implemented by September 2016
4. Complete audit review by January 2016 and formulate plan by June 2016.

- 1.100% events meet event standards by end of '17. Review annually thereafter
- 1.Meet risk management plan KPIs annually
- 2.Confirmed calendar completed & communicated using all available data by 1 Nov each year
- 3.Structural review completed by June 2016 & actions plans implemented by December 2016
- 4.Comply with FEI, BEF and SRA published standards. Review annually.
- 4.Attendance at industry seminars, response to requests and annual feedback mechanism on engagement
- 5.Annual employee satisfaction survey in place by March 2016
- [2-way performance management system for all roles in place by Jan '17]

Strategic Goals

BE STRATEGIC PLAN 2016-2020

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 - CF
2. Provide appropriate training, education and competition structures to enable horse and rider combinations to achieve their potential. Owner – CF & HT
3. Work with the British Equestrian Federation (BEF) to promote British breeding and Futurity where appropriate. Owner - DM

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 - DM
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 - CF
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 - DM
2. Continue to develop the BE fixtures process based on objective criteria. Owner - CF
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

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

Equ