

Strategic Plan Summary

2019 - 2024





VISION

Every horse is respected, protected and enjoyed by knowledgeable, caring people

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MISSION

We are the charity dedicated to knowledge, encouraging people and horses to enjoy life together

Message from our Chief Executive

As I write this we have just completed the year-long celebration of our Platinum Anniversary. 70 years of unwavering dedication to the horse from employees, supporters, volunteers and members, past and present.

Although it is gratifying to look back in celebration of all the achievements across those 70 years, our collective focus now is firmly fixed on the future.

A future where our Society leads from the front in the pursuit of the best life for horses everywhere and fulfilment for all who care for them.

As I reflect on more recent times, the pace of change is crystal clear. In the past five years we have re-invented the Society. We are now a well-respected partner throughout the industry. We are filled with energy and quietly confident in our future.

Our five-year strategy sets out how The British Horse Society will pursue its mission, dedicating itself to sharing knowledge that encourages people and horses to enjoy life together.

Our ambition to ensure that every horse is respected, protected and enjoyed by knowledgeable, caring people knows no bounds. It's in our DNA and drives everything we do. We will only achieve our aspiration and ambition through the unfailing support of our outstanding volunteers and supporters, the generous patronage of our members and the commitment and enthusiasm of our remarkable employees.

This document will give you an insight into just how we are going to accomplish our work into 2019 and beyond.



Lynn Petersen
Chief Executive

Our Values

We collaborate with and value our employees, members, supporters, volunteers and partners

We support horses and people to enjoy life together safely



Horses First

One Team

Respect

Supportive

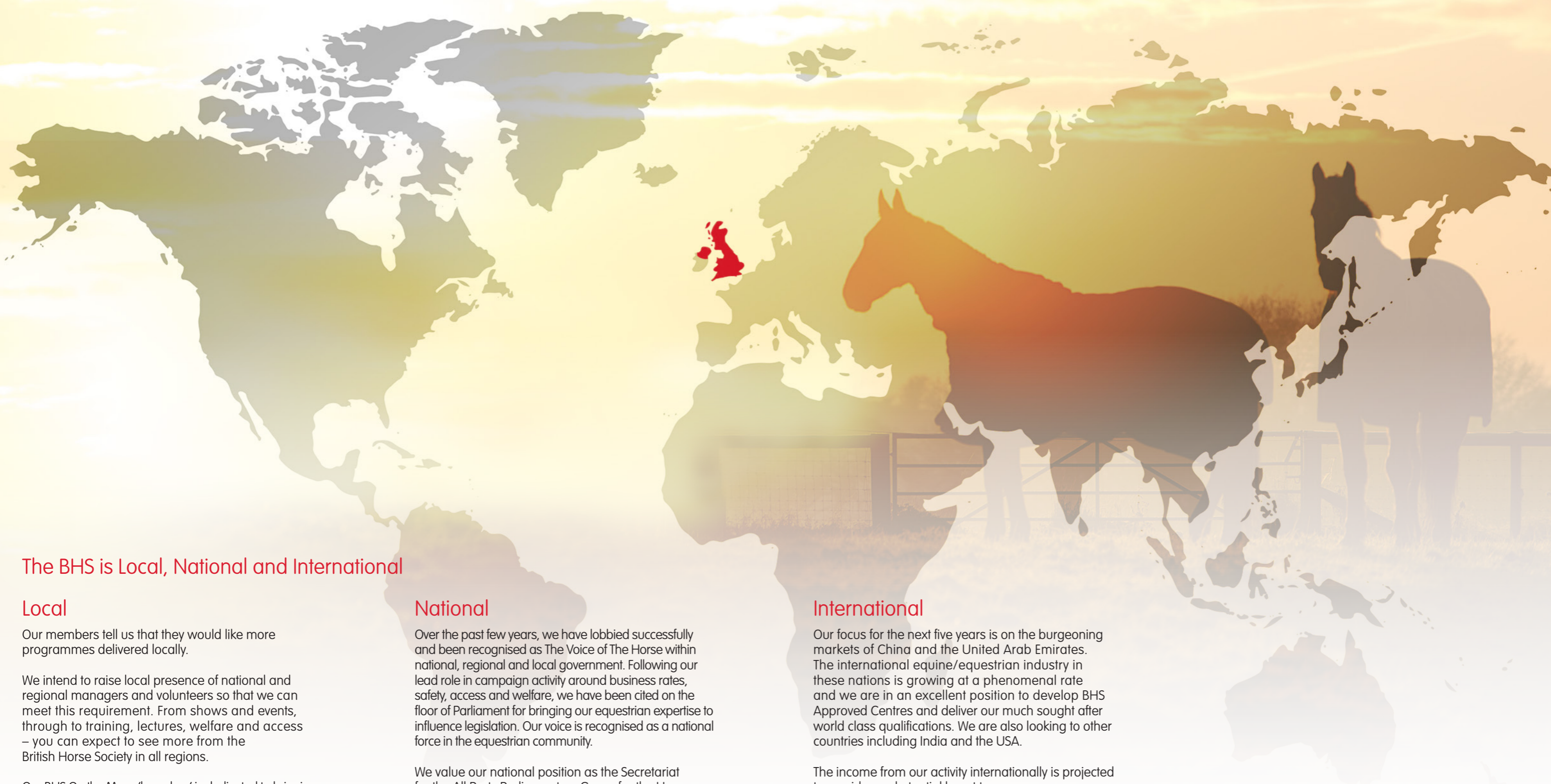
Excellence

The horse is at the heart of all we do

We deliver with respect, integrity, dedication and passion

We strive for excellence in everything we do

Who we are



The BHS is Local, National and International

Local

Our members tell us that they would like more programmes delivered locally.

We intend to raise local presence of national and regional managers and volunteers so that we can meet this requirement. From shows and events, through to training, lectures, welfare and access – you can expect to see more from the British Horse Society in all regions.

Our BHS On the Move 'horsebox' is dedicated to bringing our education to local venues throughout the UK.

National

Over the past few years, we have lobbied successfully and been recognised as The Voice of The Horse within national, regional and local government. Following our lead role in campaign activity around business rates, safety, access and welfare, we have been cited on the floor of Parliament for bringing our equestrian expertise to influence legislation. Our voice is recognised as a national force in the equestrian community.

We value our national position as the Secretariat for the All Party Parliamentary Group for the Horse (APPG.) From this privileged vantage point we have an increasingly important role to play on the national stage in the next five years.

Jesse Norman MP, Secretary of State for Transport, described the BHS as a 'formidable campaigning engine'.

International

Our focus for the next five years is on the burgeoning markets of China and the United Arab Emirates. The international equine/equestrian industry in these nations is growing at a phenomenal rate and we are in an excellent position to develop BHS Approved Centres and deliver our much sought after world class qualifications. We are also looking to other countries including India and the USA.

The income from our activity internationally is projected to provide a substantial boost to our reserves.

What we do

The British Horse Society is **the** essential organisation in the equine fabric of the UK.

We will continue to consolidate our success so far – a strengthening of the structures and programmes that have seen us grow membership by over 40% and our employee base by over 50% in order to meet those membership needs. Our activity in education, welfare, access and safety has never been more relevant and influential.

In the short term we will continue with the organic growth of our existing programmes. The medium term will see the creation of new programmes and further innovation so that we remain relevant, agile and focused on fulfilling our charitable responsibilities and objectives.

Strategic Priorities

There are three core areas:

- 1.** Learning
to increase the number of people taking qualifications
- 2.** Riding
to encourage participation in riding and to increase access to riding routes for all
- 3.** Caring
to educate the public on interacting with horses and their care and management

Our Foundation

The British Horse Society has a strong brand and competitive membership proposition. The large and growing membership is served by a dedicated and knowledgeable workforce and volunteer base. We operate via a network of high quality approved centres and our Education programmes are world class.

The Society has recently been acknowledged as a “formidable campaigning engine” by the Minister for Transport in response to our Dead or Dead Slow campaign work. We are recognised equally for our second to none leadership on Access issues and we have a strong and growing voice on Welfare issues.

The Opportunities

There is a large, untapped pool of potential members. With around 1.3 million regular riders in the UK, our opportunity for membership growth is significant. In addition, there is the opportunity to grow our international business.

Focus on health and well-being issues, where there is a proven benefit from equine sport and equine engagement, will be leveraged to create more demand for all elements of our proposition to include our professional and recreational qualifications, approved centres and coaches and British Riding Clubs.

Outside of membership growth, the leisure market presents vast opportunities for our approved centres.

We have identified 12 areas of focus:

1. Public launch of our recreational qualifications – Challenge Awards
2. Increase participation through British Riding Clubs, Approved Centres and Changing Lives
3. Launch a bridleway project in partnership with strategic partners (funding permitting)
4. Revise our membership proposition and invest in new proposition development
5. Develop a riding centre model which integrates education and membership
6. Further develop our effective lobbying resources
7. Increase voluntary income through fundraising
8. Expand The British Horse Society – International
9. Review of regional governance and structure
10. Obtain UKAS accreditation
11. Champion key campaigns
12. Invest in the marketing function and digital resources

What affects us?

We face uncertain times. The political, social, economic and environmental landscape presents challenges for us as individuals as well as for organisations and society in general.

With economic forecasters painting a picture of further reduction to real time earnings and continuing inflation, we could see this affect future membership levels and charitable giving. Further, if the stock market fluctuations result in reduced valuations our investments will be affected.



An aging population and decline in youth participation in riding is a cause for concern. The risks, and costs of injury and accident is also a factor in suppressing participation in an increasingly risk averse society.

Brexit, specifically, could result in a restriction of available labour for approved centres and further threaten their viability. A steadily increasing national minimum wage and increased business rates, along with higher land costs, have already taken a toll on the number of approved centres still operating.

Horse welfare remains a significant issue. There are still too many horses that need protection from neglect and cruelty.

A contagious equine disease is high on our risk register as a threat to the equine population. Many drivers still do not know how to share the road with horses and many riders are inexperienced in knowing how to behave around cars and lorries.

Legislation affects us, too. The Rights of Way Act 2000 contains the 2026 deadline for registering applications to reinstate routes currently missing on a definitive map.

As the leading equine charity, our organisation has a plan to face up to all of these challenges and deliver a better future for horses and all who care for them.

Bringing horses and people together

Learning

Advancing the education and training of equine professionals and recreational riders.



Riding

Promoting wider community participation, increasing the number of riding schools and increasing access to safe off road riding.



Caring

Promoting the highest standards of horse health and well-being, safety and welfare.



ENABLING ACTIVITIES – How we support the delivery of core activities

Volunteering and Committees

Publishing and Digital Media

Member and CRM Management

Brand Management and Business Promotion

Communications and Social Media

Advocacy

Fundraising: Major donors, Trusts and Foundations, Legacies

International Expansion

Merchandising and Commercial

HR and Organisational Development

Charity Governance/Management

Finance, IT, Facilities

Member and Supporter Engagement

Marketing and Communications

Additional Income Streams

Managing people and providing operational support

What we will achieve

We will know we are successful by measuring -

Professional Rider Education

By monitoring the number of new entrants at each stage, the pass rate and the total number of Approved Riding Schools and Accredited Professionals

Recreational Rider Education

By monitoring the number of new entrants, new silver memberships and the total number of Approved Riding Schools and Accredited Professionals

Participation

By measuring the growth in centres, the growth in members, uptake of new Challenge Awards and the increase in participation numbers

Access

By monitoring the number of miles added to the network each year; the number of definitive map modification order applications submitted; the number of routes reinstated and improved; the number of volunteer Access Officers recruited; the number of lobbying activities undertaken

British Riding Clubs

By measuring growth in numbers of BRC members who join as members of The British Horse Society, the increase in number of BRC clubs, the increase in BRC members and number of participants at BRC events

Safety

By monitoring the number of organisations working in partnership with The British Horse Society, the number of presentations given to stakeholders, conferences and organisations undertaken throughout the UK, the effectiveness of the Horse Accidents/Incidents website, the effectiveness of our lobbying activities

Welfare

By measuring the number of welfare cases resolved by The British Horse Society, analysis of engagement with our educational literature online and general distribution of resources, utilisation of our helpline for advice and support, effectiveness of our work at healthcare clinics and other events

Member and CRM management

By measuring the growth of membership in key segments, reduced attrition, increase in average income per member

Volunteering development

By measuring the quality and quantity of volunteering effort, performance against recruitment for vacant roles, analysis of volunteer satisfaction, volunteer activity relative to campaign targets

Brand management and promotion

By measuring the improvement in the efficacy of brand awareness; consideration and advocacy; metrics around enquiry; lead generation and conversion; metrics around cost and income ROI; improved member acquisition; optimisation and retention metrics

Communications

By increasing coverage in national; regional and trade press; growth in impressions for digital activity; improvement in member experience metrics online; increase in user generated content; increased engagement from regional teams; supporters and volunteers

Advocacy

By recording the level of engagement with MP's and Parliament; increasing the number of MP's who actively engage with The British Horse Society; the number of successful campaigns undertaken

Fundraising

By meeting fundraising targets; creating a sustainable fundraising pipeline to future proof an income stream

International expansion

By measuring income generated against our plan for International business; the number of approved centres established; the number of assessments delivered by those approved centres; the number of international APC's

Commercial operations

By measuring sales and profitability of merchandise; number of assessments taken; sales and profitability of publications

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