

A close-up photograph of a horse's back, showing a white blaze pattern on its dark coat. The background is a blurred green field. A large, stylized graphic element on the right side of the page consists of a white and red curved shape that overlaps a dark blue background.

British Equestrian
Strategy 2025–2030

British 
Equestrian





British Equestrian Strategy 2025–2030

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Member bodies

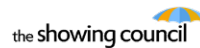
Founding



Full



Associate



Home nation representative



Our patron



Her Majesty The Queen

Credit: Alamy

Chair's foreword

Welcome to the British Equestrian Strategy 2025–2030



We're pleased to share with you our strategy for the next five years. At its centre is our respect for and love of the horse – this passion connects the federation's 20 diverse member bodies and serves as our 'North Star' as we set out our purpose, values and priorities. Our strategy embodies our commitment to make a positive difference to our member bodies and, more broadly, the wider equestrian sector.

Collectively, we've had our fair share of challenges in the four years since our previous strategy – Brexit, the pandemic, the cost-of-living crisis, negative public perceptions and questions about participant and equine welfare. It's not been an easy time for our member bodies, their members and many who have horses in their lives. This strategy puts a focus squarely on the future, with a clear vision of what a thriving equestrian sector, with the horse at its centre, looks like and what we need to do to create this future.

Our strategy recognises that the success of British Equestrian depends on the success of our member bodies. We'll work with them to help achieve their goals which, in turn, will strengthen and grow an equestrian sector in which everyone is valued and respected, where excellence – from care and training through to performance – is our shared and uncompromising standard, and where we harness the power of

equestrian sport for positive social impact. We want everyone to have the opportunity to experience the value of being with horses.

Only through enlightened leadership and working collaboratively towards shared goals and outcomes will we make lasting changes. At times, we may need to be courageous – one of our values – as we challenge the past to secure the future we want. We will have to evolve, but we owe it to future generations to lead responsible change.

We're united by our passion for horses – we're ready to put that energy and drive into collectively creating an exciting new era for all.

A handwritten signature in black ink that reads "Fields Wicker-Miurin". The signature is written in a cursive, flowing style.

Fields Wicker-Miurin OBE FKC





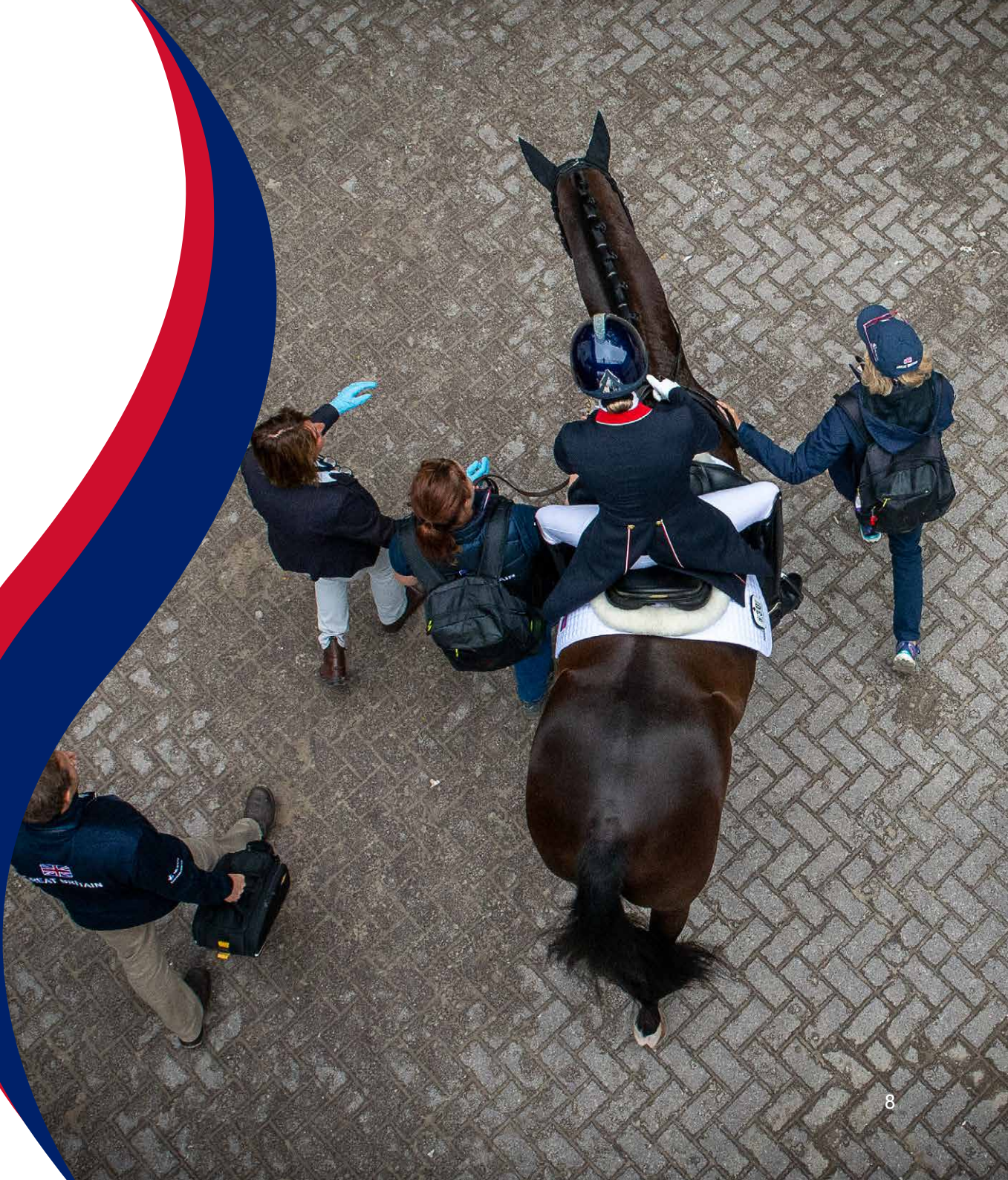
Who we are

Who we are

We are the National Federation for horse sports in Great Britain, affiliated with the Fédération Equestre Internationale (FEI), the international governing body for equestrian sports. We provide leadership, vision and purpose, working in collaboration with our member bodies to guide the direction of equestrianism and drive the success of elite British athletes and horses on the world stage.

Our purpose

To provide strategic leadership to inspire, unite and empower the equestrian community to deliver excellence in our guardianship of horses.



Our guiding principle: THE HORSE

We are dedicated to playing our part in protecting and nurturing the national herd through ethical, cultural and educational practices, and by always taking an equine-centric approach.

Horses have inspired humanity for centuries, playing a pivotal role in the development of our culture as it exists today. Whether it's through sport, work, leisure, therapy or companionship, the societal value they hold is unique and immeasurable, while the bond we have with them creates an unbreakable connection to the natural world.

We must never take this relationship for granted. For all we ask of horses, we must give back in more than equal measure – through empathy, care, respect, consideration, ethics and learning, the six pillars of our Charter for the Horse, our pledge to the guardianship of equines.

At British Equestrian, our strategy is built on our commitment to horses and to upholding the highest standards of welfare, from their conception until the end, and creating positive human-horse relationships.

Our vision

A unified, sustainable equestrian community centred on love and respect for horses, where they thrive in their bond with humans.

By enabling accessible, safe and inclusive environments, more people can experience the joy of horses and where excellence in all equestrian activities drives outstanding outcomes and positions us as a leading equestrian nation.

Photo credit: Adam Fanthorpe



Our values

Excellence | We aim to deliver the very best possible in everything we do with humility and approachability.

Respect | We believe in listening actively, acting with authenticity and valuing the feelings, opinions and boundaries of others.

Integrity | Trust is essential and, through our actions and processes, we demonstrate moral correctness, ethical interaction and fairness.

Transparency | We will act with honesty and accountability, ensuring communication is open, proactive and clear.

Inclusivity | We are committed to fostering a unified sector where everyone is valued and given opportunities to succeed.

Courage | Through acting with bravery, we will challenge, advocate for what is right and embrace uncertainty for continuous improvement.



Photo credit: Adam Fanthorpe



The strategy



Our strategic priorities

Priority one

To enable and support a vibrant and healthy equestrian sector

- Excellence in governance
- Trusted participant welfare
- Champion equine wellbeing
- Competition framework for all to prosper under
- A valued workforce
- Positive social impact
- A sustainable financial model

Priority two

To represent and advocate for the needs of our member bodies and the sector at the highest level, both nationally and internationally

- Demonstrable social value
- Leading on the world stage
- Achievement through collaboration
- Closer government ties
- Strong key partnerships
- Inspiring through extraordinary stories and events

Our strategic priorities

Priority three

To be a leading equestrian nation

- Inspiring the next generation through success on the world stage
- Utilising and developing world-class expertise
- Winning and winning well
- Sharing knowledge for maximum benefit
- Federation-wide podium places
- Pathways for sustainable success

Priority four

To support sustainable growth at all levels, ensuring a thriving, accessible, diverse and inclusive sport

- Access to horses at welcoming facilities
- Identifying barriers and challenges to viability
- Heightened awareness, reach and engagement of the sector
- Cultivating inclusivity and tackling inequality
- Developing data and insight
- Inspiring and uniting a new legion of fans and supporters



Golden threads

These six golden threads weave through every consideration, decision and action we take at British Equestrian and are therefore essential to the foundations of this strategy.

Integrity and governance

An ethos built on trust, accountability and fairness for the highest moral and ethical standards.

Equine welfare and wellbeing

Acting as guardians for all horses and other equids within our care, promoting ethical and fair treatment.

Human health and wellbeing

A priority for all workforce and participants under the umbrella of the federation.

Partnership and collaboration

Harnessing the power of collective skills, perspectives and ideas for powerful outcomes.

Equity, inclusion and diversity

Championing a culture to create a welcoming environment where everyone has the chance to shine.

Environmental sustainability

Ensuring our individual and collective actions always consider our role to protect the future.

Enablers

These enablers, or core competencies, form the foundation of the workstreams necessary to achieve the objectives set out in the operational plan, aligning with the golden threads to collectively drive the successful implementation of the strategy.

Communications

- Making effective communication a priority to unite, represent, inform and inspire.
- Ensure content is relevant, engaging and showcases the values, opportunities and successes across all areas of our sport.

Leading integrity standards

- Uphold governance, resolution of complaints and appeals.
- Ensure clean sport, safeguarding and equine welfare.

Data and insight

- Ensure all strategic developments are grounded in robust, up-to-date data and research.

Financial resilience of the federation

- Budgeting excellence.
- Seek financial efficiencies through collaboration and common goals, such as insurance, licenses and cost of living.
- Diversify income streams by seeking commercial and aligned partners to support the sector.

Thriving member bodies and strong relationships

- Maintain a collaborative, trust-based approach with member bodies.
- Encourage knowledge-sharing and facilitate the exchange of best practices.
- Strengthen and maintain effective communication with member bodies.

Organisational health

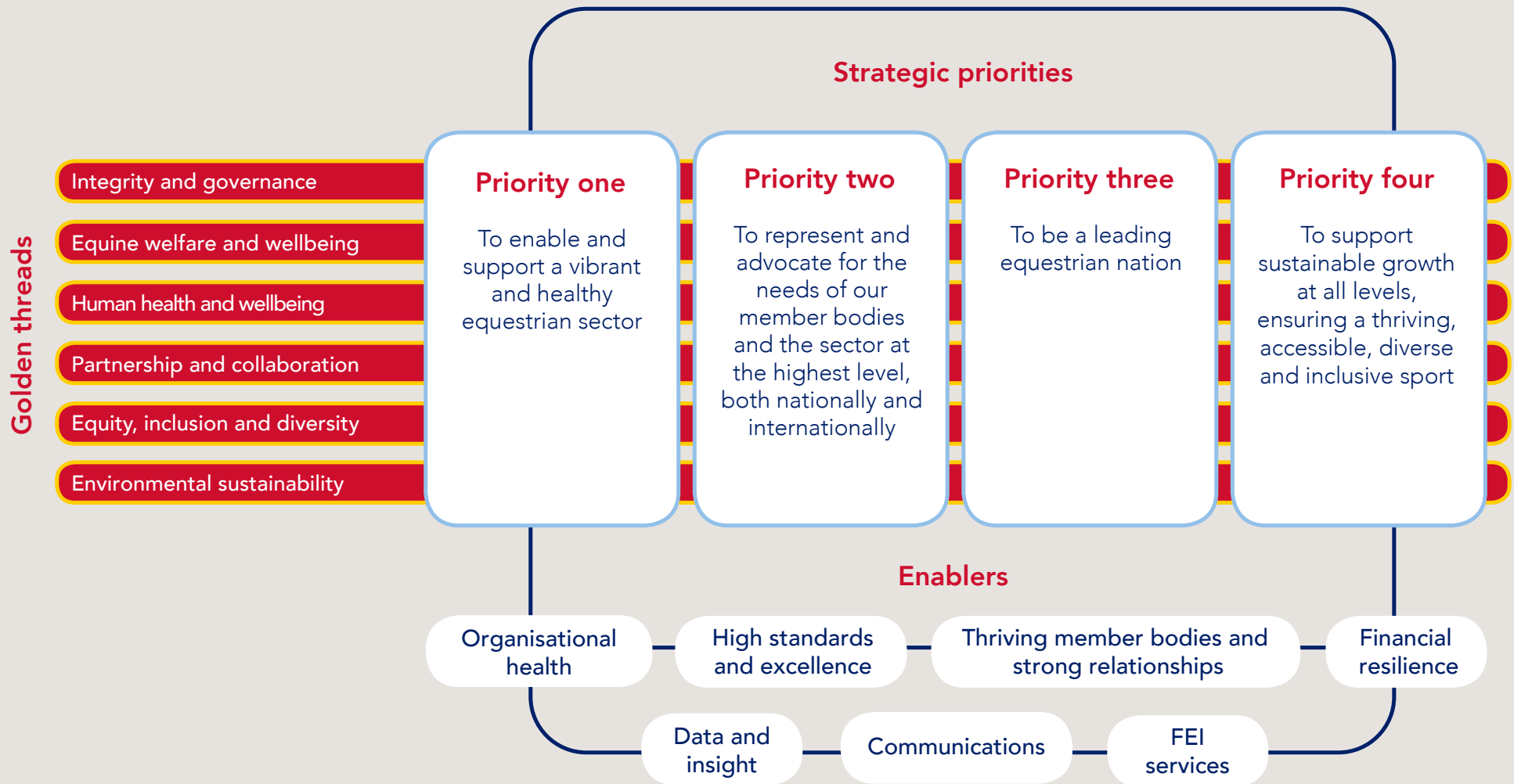
- Recruit and retain the best people, with a strong culture based on agreed values and behaviours.
- Embrace technology and best practice to streamline operations and maintain organisational excellence and efficiency.
- Foster continuous learning by expanding skills and knowledge.

FEI services

- Ensure National Federation responsibilities are fulfilled and opportunities exploited.
- Empower and assist stakeholders to adhere to FEI regulations.
- Ensure efficient communication with the FEI.



Strategy framework



Strategic priority one

To enable and support a vibrant and healthy equestrian sector

Objectives

Lead in good governance

Support and guide our member bodies to adopt robust and appropriate governance, social impact and welfare standards that build trust and confidence in our sport and activities.

Champion equine welfare

Establish Great Britain as a leading nation that's recognised for our equine-centric approach, high ethical and welfare standards, zero tolerance towards abuse and trusted to self-regulate.

Ensure human welfare

Safeguard our sport and associated activities to deliver the highest ethical and welfare standards, enabling all, at all levels, to participate safely, fairly and be treated with respect and dignity.

Enable a thriving competition framework

Work with member bodies to provide a robust affiliated and international competition framework within Great Britain to support participation and elevate standards in equestrian sports.

Collaborate for workforce excellence

Actively foster a thriving, skilled, diverse and inclusive workforce, ensuring wellbeing and continuous professional development across the federation.

Promote environmental sustainability

Advocate for responsible stewardship of natural resources within the equestrian sector.

Build a sustainable financial model for the federation

Develop a sustainable federation-wide financial model, maximising and efficiently allocating diversified funding streams to ensure long-term financial resilience.

Strategic priority one

To enable and support a vibrant and healthy equestrian sector

Themes of success

- An organisation that delivers good governance and positive social impact, while supporting our member bodies to do the same.
- A new British Equestrian rulebook with enhanced provision around welfare, with all member bodies aligned to help deliver culture change.
- Robust and effective welfare frameworks for all participants in order to drive the highest standards.
- A federation-wide environmental strategy with a corresponding action plan containing clear goals and measures.
- Financially viable and resilient member bodies, with healthy business models and sustainable funding systems.
- An accessible competition infrastructure, where everyone can maximise their potential via our member bodies.
- A valued and recognised workforce across British Equestrian, our member bodies and the wider equestrian industry.
- A meaningful role in connecting the community on key matters.



Strategic priority two

To represent and advocate for the needs of our member bodies and sector at the highest level, both nationally and internationally

Objectives

Advocate for the benefits of equestrianism

Influence public perception to highlight equestrianism's social value, relevance and importance, advocating for the sector's benefits and positive social impact.

Inspire through excellence

Maximise the success of our World Class Programme and wider British Equestrian participation and development initiatives to inspire the sector and beyond, showcasing the unique connection between horses and humans.

Nurture key partnerships

Maintain the federation's relationship and engagement with our funding partners, UK Sport and Sport England, the British Olympic and Paralympic Associations, UK Sports Institute and other sporting governing bodies.

Advance global presence

Promote and uphold Great Britain's position and reputation with the FEI, European Equestrian Federation (EEF) and other international equine-related stakeholders.

Champion collaboration

Engage with other national federations and equestrian national governing bodies to share best practices, exchange knowledge and promote excellence in equestrian sport worldwide.

Strengthen government relations

Maintain positive engagement and dialogue with all relevant government departments, including DCMS and Defra, in partnership with the British Horse Council, to increase government and devolved nations' understanding and support for the sector.

Strategic priority two

To represent and advocate for the needs of our member bodies and sector at the highest level, both nationally and internationally

Themes of success

- Great Britain is a respected and go-to nation on equestrian matters.
- British representation at board and committee level with stakeholder groups such as the FEI and EEF.
- An active and effective seat at the table with government.
- Positive funding outcomes.
- Maintenance of our Olympic and Paralympic status.
- Formalised, cross-sector collaboration that delivers positive outcomes.
- A positive public perception for equestrianism, achieved through demonstrable social value, pro-welfare practices and inspirational performances.



Strategic priority three

To be a leading equestrian nation

Objectives

Aspire to lead in equestrian excellence

To be the leading Olympic and Paralympic nation, succeeding through an inclusive, value-driven and equine-centric programme and creating extraordinary moments that the nation can be proud of.

Recruit, retain and develop operational expertise

Within our World Class Programme, ensure we have the best people supporting and driving excellence.

Enable sustainable success

Collaborate with Olympic and Paralympic discipline member bodies to ensure a cohesive and successful youth and talent pathway that maximises potential and supports athlete progression into the performance pathway.

Develop clear entry points

Support the Olympic and Paralympic discipline member bodies to develop clear and accessible entry points for athletes of the future to progress through the ranks of competitive equestrian sport in their chosen discipline.

Facilitate coach development

Facilitate the development and education of high-quality coaches throughout the performance and youth pathways, with an in-depth understanding of coaching strategies appropriate to the 'age and stage' of a rider's development.

Cascade best practices

Across the federation, proactively share best practice and research and development in coaching, human and equine welfare and safety.

Foster success across the federation

Utilise excellence within resources to support the wider spectrum of FEI disciplines and help other member bodies to compete and engage successfully at the highest appropriate level internationally.

Strategic priority three

To be a leading equestrian nation

Themes of success

- Medal targets met or exceeded at senior championship level within the World Class Programme.
- Where possible, assistance given to member bodies as they strive for podium success across the disciplines and age categories.
- Clear performance pathways, developed in collaboration with member bodies.
- Be recognised for our equine-centric approach to training and performance.
- Recruit, educate and retain the best workforce to deliver world-class performances.
- Key learnings, knowledge and resources are developed, shared and disseminated.
- Athletes that are role models and inspire the next generation.



Strategic priority four

To support sustainable growth at all levels to ensure a thriving, accessible, diverse and inclusive sport

Objectives

Enhance grassroots sustainability

Work with member bodies to support the sustainability and growth of grassroots equestrian organisations by providing dedicated resources.

Cultivate inclusivity

Develop a culture of inclusivity within the equestrian community to ensure that all individuals, regardless of background, have opportunities to thrive.

Develop welcoming facilities

Provide guidance and support to create welcoming, inclusive facilities – underpinned by a diverse, capable and motivated workforce – to enhance participant engagement across all backgrounds.

Expand rider pathway access

Further expand the reach of our rider pathway by providing opportunities to broaden accessibility to a more diverse participation base for the future.

Identify and seek to resolve sector challenges

Determine common barriers to growth across the federation and provide targeted support and solutions to drive systemic improvement.

Drive insight and impact for sector growth

Provide shared, strategic and consistent insight to inform decision making and support the sustainable growth of equestrianism.

Broaden sector engagement

Increase the equestrian audience through broader engagement with the sector across all areas.

Strategic priority four

To support sustainable growth at all levels to ensure a thriving, accessible, diverse and inclusive sport

Themes of success

- A developed and embedded knowledge hub of resources to support member bodies and the wider industry.
- Effective policies, programmes and practices that are led by data and insight-formed decisions.
- Pathways that include athletes from diverse backgrounds.
- Clear opportunities for progression for all, no matter their background.
- Recognition that equestrianism has diverse, equitable and inclusive spaces.
- Increased engagement across our communications channels from existing and new areas, including fans, supporters and advocates.

Keeping track of progress

The strategy will be delivered through an annual operating plan, which will target key objectives with actions and projects with our member bodies. We will use a range of mechanisms to track and report our progress.



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Major funding partners

