



British Carriagedriving – Strategic Plan

Mission Statement

Our aim is to increase participation in all aspects of the sport of Horse Driving Trials

We have identified 8 core strategy areas and in relation to each we set out below our **aim**, a summary of how we intend to **implement** that aim and a summary of how we intend to **assess** our performance in relation to that aim.

	AIM	IMPLEMENTATION	ASSESSMENT	ASSESSOR/DATE
1. Governance	To administer the company and all of its activities in a transparent and efficient manner and in accordance with practice that is fit for purpose.	<ol style="list-style-type: none"> 1. Review the Memorandum and Articles of Association at regular intervals and propose necessary amendments to the membership. 2. To maintain a system of committees and interest groups reporting to council on a regular basis. 3. To implement established procedures for all key decision making requirements and set these out in a single document or manual which is accessible to all interested parties. This will include identified standing items for Council consideration through the annual cycle. 	When reviewing this document annually to review performance to assess achievement of this aim.	
2. Finance	<ol style="list-style-type: none"> 1. To ensure that the company is at all times operated on a sound financial basis and has sufficient reserves to operate on a sustainable basis for the foreseeable future. 2. To do whatever is possible to keep the cost of participating in the sport of Horse Driving Trials as low as reasonably possible. 	<ol style="list-style-type: none"> 1. Fix a level of reserves and cash balance to be maintained by the company. 2. Prepare regular management accounts to show financial performance - profit & loss and balance sheet of the company 3. Consider and pass a budget each year intended to ensure that the company at least breaks even and, where necessary, trades at a surplus so as to replenish reserves. 	<ol style="list-style-type: none"> 1. Council to review the financial performance of the company at regular intervals. 2. Council to take necessary steps to save costs and/or increase income if it appears that the company will not achieve the results envisaged by the budget. 	

3. Standards	<ol style="list-style-type: none"> 1. To ensure the highest standards of sportsmanship and horse welfare by all those involved in the sport of Horse Driving Trials. 2. To ensure the highest standards of safeguarding for all those involved in the sport of Horse Driving Trials so as to ensure that no person involved in any way in the sport of Horse Driving Trials suffers bullying or harassment. 3. To ensure that no person involved in any way in the sport of Horse Driving Trials, or considering becoming involved, suffers discrimination of any kind. 	<ol style="list-style-type: none"> 1. Ensure that the Rulebook is reviewed annually and amended as necessary. 2. To put in place appropriate policies in relation to safeguarding (including harassment and bullying) and equality and diversity. 3. To appoint a director of the company to have overall responsibility for safeguarding (including harassment and bullying). 4. To appoint a director of the company to have overall responsibility for equality and diversity. 5. To ensure that all decisions of the company are taken with due regard for the policies in relation to safeguarding and to equality and diversity. 6. To ensure that the policies in relation to safeguarding and to equality and diversity are reviewed at regular intervals and updated as necessary. 7. To put in place a robust and transparent complaints and disciplinary procedure that operates in accordance with best sporting practice. 	<ol style="list-style-type: none"> 1. Council to receive and consider reports from the directors responsible for safeguarding and for equality and diversity at each regular meeting. 2. Council to receive and consider reports of any complaints made and of any disciplinary proceedings at each regular meeting. 	
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4. Horse Welfare	<p>To promote and ensure the welfare of all horses involved in the sport of Horse Driving Trials.</p>	<ol style="list-style-type: none"> 1. Council to receive, consider and disseminate information relating to horse welfare provided by the BEF. 2. Council to review the Rulebook annually to ensure that rules relating to horse welfare are up to date and effective. 3. PoJ at each National and Regional event to be asked to report any horse welfare issues that have arisen including action taken. 	<p>PoJ's report to be reviewed by an appointed member of council who will raise any issues arising with Council.</p>	
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5. Participation	To increase participation in the sport of Horse Driving Trials at all levels and in all roles.	<ol style="list-style-type: none"> 1. Implement policies to ensure retention of existing members 2. Identify target groups for recruiting new members 3. Identify opportunities to publicise the sport to potential new members 4. To keep the rules and structure of the sport under regular review. 5. Create opportunities for members to participate as often as possible. 6. Investigate all measures to reduce actual and perceived barriers to participation. 	<ol style="list-style-type: none"> 1. Review the number of new BC members each year 2. Review the number of retained BC members each year 3. Review the number of members of BC affiliated clubs each year 	
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6. Performance	<ol style="list-style-type: none"> 1. To offer all those involved in the sport of Horse Driving Trials the opportunity to improve their performance whether as driver, groom, backstepper, trainer, coach, steward, judge, official, event organiser, chef d'equipe or in any other capacity. 2. To improve the performance of teams representing Great Britain at international events and championships. 	<ol style="list-style-type: none"> 1. Secure funding for training grants. 2. Liaise with affiliated clubs to promote training clinics 3. Facilitate and arrange training events and opportunities 4. Establish appropriate selection criteria and process for GB team selection to maximise GB team chances of success. 	<ol style="list-style-type: none"> 1. Monitor progression of domestic athletes through the class structure 2. Monitor selection and performance of GBR teams at international events 	
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7. Communication	<p>To promote the sport of Horse Driving Trials by:-</p> <ol style="list-style-type: none"> 1. Communicating effectively with those involved in the sport of Horse Driving Trials including participants, supporters, spectators, sponsors and advertisers; and 2. Engage with those not yet involved in the sport of Horse Driving Trials and encourage potential new participants, supporters, spectators, sponsors and advertisers. 	<ol style="list-style-type: none"> 1. Website: to be kept visually attractive, up to date, relevant, reliable and user friendly, with key information for existing and potential participants. A member of Council to liaise regularly with the web master and take a lead on communications matters. 2. To make effective use of email, social media and print media to provide relevant information to existing participants and potential participants. 	<p>Annual review of communications presented by the member of the Council taking the lead on communication matters, reviewing the past year and setting out a plan for the year ahead</p>	
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8. Health and Safety	<p>To minimise, as far as is practically possible the risk of accidents or injuries for all of those involved in the sport of Horse Driving Trials.</p>	<ol style="list-style-type: none"> 1. To maintain a Health & Safety committee which reports to council. 2. To publish risk assessment templates for use by event organisers and affiliated clubs. 3. To invite all organisers of regional and national events and all affiliated clubs to submit a report via the Howden micro site of all accidents and incidents with Health and Safety implications. 4. To ask the Health and Safety committee to review the published risk assessment templates each year and make such amendments as are required to reflect any concerns arising out of incidents during the previous year. 5. To ask the Health and Safety committee to circulate to all event organisers and affiliated clubs any information and concerns relating to Health and Safety issues. Arrange and promote training for Safety Officers, and Event Organisers and Clubs on all Health and Safety related issues. 	<ol style="list-style-type: none"> 1. F&GP to review accident statistics with the company's insurance brokers each year and report as necessary to Council. 2. The Health and Safety committee to review all accident and incident reports and report to Council as necessary. 	
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