

BRANSRY

— HORSES —

Transforming the lives of equines together



STRATEGIC PLAN 2022 - 2031

Contents

A message from our
Chief Executive Officer..... PAGE 3-5

Our Vision, Our Mission..... PAGE 6

Delivering our Mission..... PAGE 7

The Bransby Horses Way..... PAGE 8

Equine Welfare & Supporting
Commitments PAGE 9

Welfare Impact and
Sustainability

Rescue.....PAGE 11

Care, Rehabilitation and Training.....PAGE 14

Rehoming.....PAGE 16

Influencing Welfare Culture.....PAGE 18

People and CulturePAGE 22

Resource & Environmental
DevelopmentPAGE 24

Financial SustainabilityPAGE 26

Front Cover
Ellie Philips and
‘Sponsorship Star’ Saratoga

Founder
Peter Hunt

Honorary President
Clifford Marshall
BSc. MICE, MCIWEM

Trustees
Kathryn McFee (Chairman)
Michael Pickles (Treasurer)
Susan Dolan
Heather Elston
Carole Fisher
Rosemary Gillespie

Chief Executive Officer
Joanne Snell



Message from our Chief Executive Officer

In creating this 10-year strategic plan, we have reflected not only on our journey over the last 50 years, but more recently on the biggest changes and transformation in the world during our lifetime; namely the flooding to our Bransby site in November 2019 and the Coronavirus pandemic; which for almost two years placed restrictions on how we lived and worked. Based on the latter, it is extremely likely that the need for equine welfare charities like Bransby Horses will change considerably over the next decade. During the pandemic more people have taken on the responsibility of equine ownership and as a result we have seen a direct increase in the demand of equine welfare support.

With high energy prices and the cost of living increases, we are prepared for the challenging times ahead. This strategic plan will ensure that we work towards having the resources to respond positively, putting us in a strong position to be flexible in our approach to this changing world.

The need for our services has changed considerably over the last 10 years. It is now only too often we see large groups of horses requiring our intervention. We cannot do this work alone and these challenges dictate a very different approach; it is now more important than ever that equine welfare charities continue to work together to achieve the greatest outcomes.

Bransby Horses is a trusted partner and is committed to working alongside its colleagues within the equine welfare sector.

Whilst we will continue to do what we are really good at - rescue, rehabilitation (including long term sanctuary care) and rehoming - we will invest more resources into 'Influencing Welfare Culture' (page 18). Through promoting responsible horse ownership, we will

have a greater impact on the lives of many thousands more horses, ultimately reducing the need for our intervention. Our visitor experience is one of the many platforms that we have available to support this work. Our award winning Visitor Centre will continue to be used to engage supporters with our Mission and generate income to support our work, and will remain a top visitor attraction in Lincolnshire at our home in Bransby.





The success in the delivery of this 10-year strategic plan will be determined by having the right resources in place at the right time. We can only achieve this by retaining, developing and attracting a great team of staff and volunteers. We are committed to ensuring that we nurture them and provide a healthy working environment in which they can thrive.

In order to continue to provide the quality of care to our equines in this changing world, our facilities and physical resources will require significant investment over the period of this strategic plan. Our Site Development Plan project is ambitious, and we will give careful consideration as to how we can best utilise the space and land we have available. As part of our planning across all of our work we are committed to managing our environmental impact as we have a responsibility now and in the future to minimise our impact on climate change.

Of course this work will require significant financial investment and it is essential that we maximise all income generation opportunities available to us, including grants that will support this work. Alongside this we will continue to nurture our trusted relationships with our supporters who kindly donate and leave legacies to help pay for our ongoing operational costs. We will continue to be transparent and demonstrate how we use supporter donations wisely and only in the best interests of the charity.

I am incredibly proud of the work that we do and in the creation of this strategic plan, more so because it has been produced collaboratively with our Trustees and teams who are so committed to the work we do. Bransby Horses is a very special charity and this plan builds upon that, whilst providing us with a clear Vision for the future. I hope that all stakeholders, including Trustees, our team and our supporters are confident and inspired by it; together we strive for a world where all horses have a life worth living.

Jo Snell

Jo Snell, Chief Executive Officer

Our Values

Progressive

- We move with the times, planning and adapting ahead of trends. We are open-minded and constantly learning.
- We are respected for being experts in our field and making correct decisions, extending the scope of our reach through collaborative working.

Inspirational

- We inspire people to constantly challenge their perception of equine welfare.
- We are dedicated to continuing to positively impact the lives of more equines.

Caring

- We pride ourselves on being non-judgemental and show compassion to horses and their owners.
- We care about our environment, our people, supporters and our community.

Knowledgeable

- We keep abreast of developments in animal welfare and work collaboratively with others to benefit from their knowledge.
- We empower our people to identify and implement best practice to achieve positive outcomes.



Our Vision

A world where all horses have a life worth living

Our Mission

To create positive impacts on the lives of horses, ponies, donkeys and mules

What does 'a life worth living' mean to Bransby Horses?

Good animal welfare means ensuring that equines are provided with all elements necessary to ensure their physical and mental health, and that they have an overall sense of positive wellbeing.

Bransby Horses recognises that animals need providing with more than the basic welfare needs to have a good quality of life, and for a life worth living, we need to recognise and understand their additional emotional needs as sentient beings.

Herein, the expression 'equine' or 'horse' shall mean horses, ponies, donkeys and mules.



Delivering Our Mission

We are dedicated to improving equine welfare through:

Rescue



Removing equines from danger and suffering.

Rehabilitation



For equines to feel safe and build trust in people. To be able to meet equine welfare needs.

Care



Provide quality of life and a loving home in our sanctuary or rehoming scheme.

Advice & Learning



Be the horse's voice. Share knowledge and use creative ways to influence human behaviour about equine welfare.

The Bransby Horses Way

Bransby Horses is one of the UK's largest equine welfare charities and we are dedicated to improving the lives of horses, ponies, donkeys and mules. For over 50 years we have been rescuing and caring for equines in need, and as the demand for our rescue and welfare work continues to rise, we successfully collaborate with others when needed to achieve the best possible outcome.

We feel incredibly humbled that what started as one man's dream to alleviate equine suffering in 1968, still remains pivotal to the charity's ethos some five decades later.

We are proud of everything that we do and of staying true to our heritage. This makes us truly unique; our care of and dedication to these beautiful animals is simply 'the Bransby Horses way'.

We believe that every equine matters.

We will ensure that:

We always make decisions in the best interest of an equine.

We are completely invested in the care that we provide.

We offer non-judgemental support to equine carers and owners.

We promote responsible equine ownership.

Every equine is treated with dignity and respect.

From our home in Bransby Lincolnshire we cover and work across England and Wales. Every year we see thousands of horses. In 2021 we received 490 welfare calls and had over 500 equines in foster homes across the UK.



Equine Welfare Commitments

1

Welfare Impact and Sustainability

We continue delivering great work whilst remaining focused on our Vision, Mission and Ethos, to be able to impact more equines in need. We will increase our understanding of equine behaviour and their mental state, continually developing our skills and expertise. This is driven through:

A) Rescue

We continue to provide an effective and efficient equine rescue service.

B) Care, Rehabilitation and Training

We provide sustainable care, rehabilitation and training to equines.

C) Rehoming

Our successful rehoming scheme continues to reflect our dedication to both equines and fosterers.

2

Influencing Welfare Culture

Through knowledge, learning and non-judgemental advice, we work collaboratively and focus on preventing cruelty and neglect. We influence and change attitudes to responsible equine ownership, from birth to end of life care, tackling myths and sharing what we do with the public.

Supporting Commitments

3

People and Culture

We prioritise the development and recognition of our people, where high standards of performance are expected and encouraged. We continue to strengthen our healthy, positive and caring organisational culture.

4

Resource and Environmental Development

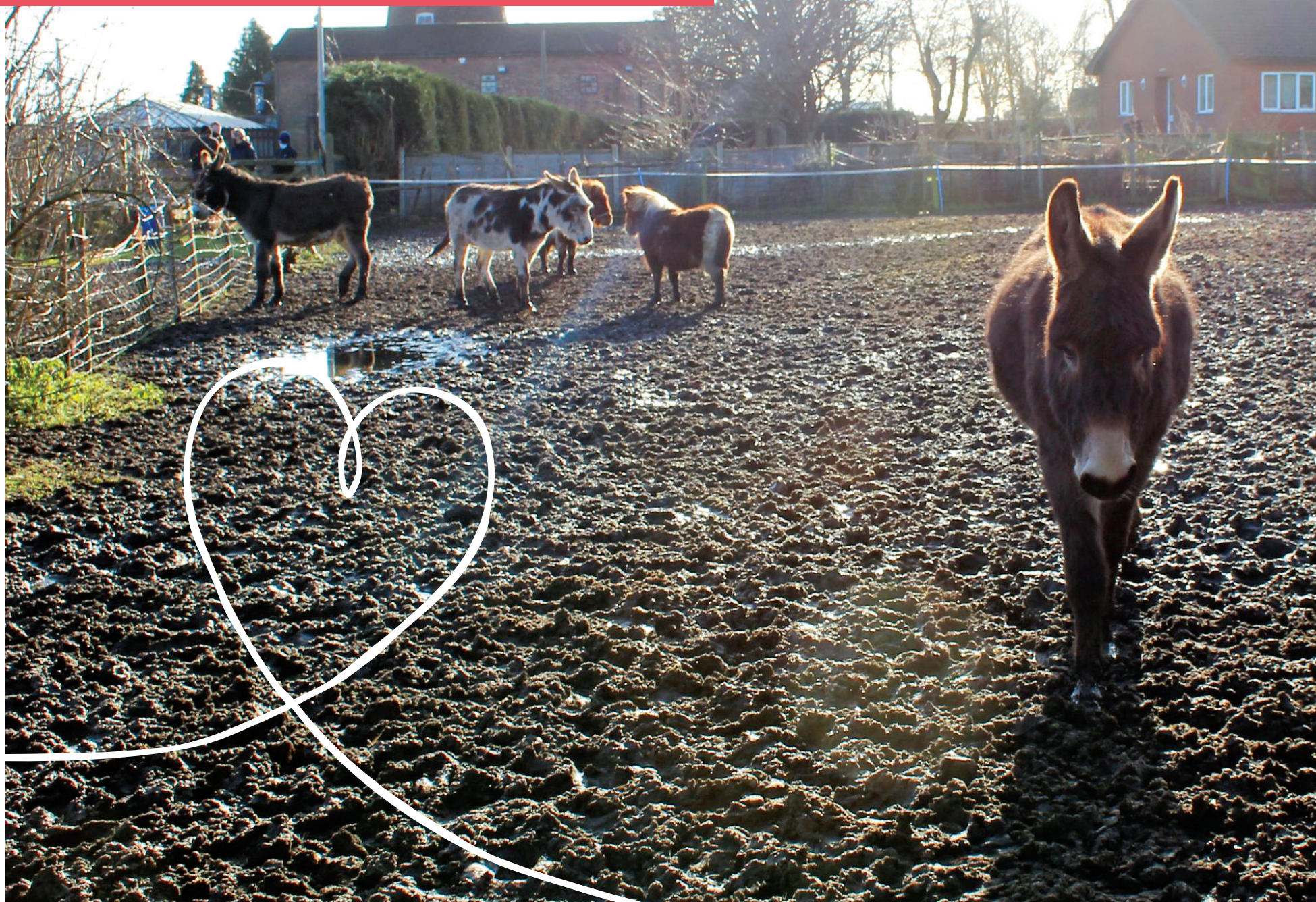
We have the appropriate facilities and infrastructure, including internal systems and processes. We will ensure that our operations are fit for purpose and future proof, whilst being mindful of the impact and role we play in protecting the environment.

5

Financial Sustainability

We have strong governance and financial stewardship, with well-established income generating activities and a level of reserves that allows us to react to the changing environment and take advantage of opportunities as they arise.

1 Welfare Impact & Sustainability



A) Rescue

Our Aim

We will continue to provide an effective and efficient equine rescue service. To be able to remove horses from danger and suffering and to act when needed to safeguard their welfare by providing them with a life worth living or ensure they do not suffer unnecessarily.

The Need

Rescuing equines for us means to remove them from danger or from suffering. Every year we work to positively impact the lives of hundreds of horses, ponies, donkeys and mules across England and Wales; offering support to the public and equine owners.

We investigate and act on behalf of equines where welfare concerns exist. We always make decisions that are in the best interests of the equine and within the constraints of the law.

We work closely with local authorities, landowners, emergency personnel, owners and other charities, to provide opportunities to secure the equine’s future and ensure that no equine suffers unnecessarily. Sadly, sometimes it is not possible to save equines when their suffering is great, but they will always be treated with compassion to ensure they are looked after with dignity in their final moments.

Pictured: *Emerald became a treasured member of the Bransby Horses’ family after her arrival in January 2016 in an extremely poorly state. Emerald was visibly emaciated and was unable to stand unaided, requiring 24/7 monitoring and lifting every few hours until she had the strength to stand alone. After spending months being nursed back to health, Emerald joined her friends on the yard and began physiotherapy to improve the movement in her joints.*


For the next three years she was treated for ongoing lameness and dental issues with pain relief until it became increasingly significant, alongside a growing difficulty to eat. After assessing Emerald’s quality of life, the decision was made to euthanase her. Emerald received three more years of life, full of love and care, following the harrowing ordeal she endured before her rescue, and we will always remember her.



Outcomes

- We respond to the need to remove equines from danger or suffering.
- Through collaborative working and greater public awareness we have a wider reach as a trusted partner.
- Our Rescue Support Team are multi-skilled and experienced to ensure that they can continue to support with complex situations and welfare concerns.
- We have recognition for our nationwide contribution to rescue, above and beyond those equines that we bring to site.





Specialist handling sometimes calls for 'specialist' equipment! This is a homemade training aid, used to help build confidence in human touch.

B) Care, Rehabilitation & Training

Our Aim

We will continue to look after and provide for the needs of equines in our care; to improve or restore their quality of life through building or maintaining their trust in people; and providing for their health and wellbeing in herd environments.

The Need

The understanding of animal welfare is evolving and we welcome research into equine behaviour, wellbeing, mental and physical health and quality of life. The research to assess an animal's mental state will help to develop our understanding and work in this area.

With many equines requiring a stepping stone to a better life, we provide care, time and expertise to develop confidence, learn necessary skills and develop trust in people. It is vital that we use our land to provide an environment which supports and enhances this.

Some equines have multiple health conditions requiring life-long treatments; others may need to have interactions carefully managed to prevent distress and ensure that they have quality of life. Following their training, many equines will flourish giving them the best chance of being rehomed but if not, will be forever safe and cared for in our sanctuary.

Outcomes

We provide care, rehabilitation and training to meet the unique needs of equines to minimise stress and enhance their health and wellbeing.

We provide healthy, sustainable and robust grazing environments which adapt to the changing needs of equines in our care and support and enhance equine health and wellbeing.

We deliver good equine welfare through continuous professional development and provide facilities to suit the needs of our herds.

C) Rehoming

Our Aim

Our successful rehoming scheme will continue to reflect our dedication to both equines and fosterers. We will provide every opportunity for equines to find a new home in loving foster care, which in turn provides space for rescued equines.

The Need

We believe each equine is perfect in their own way and work hard to find a new home that matches their individual needs. We give equines a place to build trust in people, feel safe and live with a good quality of life - our family of Bransby Fosterers are key to this.

Following completion of their training with us, equines are assessed for their suitability for life in a loving foster home. Equines who are rehomed successfully into a long term home allow us to continue to provide sanctuary for those in need. Those equines with complex needs will remain onsite at Bransby Horses and cared for on one of our sanctuary yards.



Our fosterers continue to provide lifelong homes, so that we can continue to rescue.

Outcomes

Our rehoming scheme is desirable and trusted, with a good reputation nationwide.

We give our equines the requisite training they need to prepare them for a new life in a foster home.

Our fosterers continue to provide lifelong homes, so that we have the space available to bring rescued equines to site.



2 Influencing Welfare Culture

We will be a greater influencer of responsible equine ownership

Through our influence, knowledge and presence in the animal welfare arena, we positively impact the lives of equines.

Our Aim

Through knowledge, learning and non-judgemental advice, we will work collaboratively and focus on preventing cruelty and neglect. We will influence and change attitudes to responsible equine ownership, from birth to end of life care, tackling myths and sharing what we do with the public, to ensure that all horses have a life worth living.

The Need

Every year we continue to receive calls of concern about the poor welfare of hundreds of equines across England and Wales, and so the number of equines that need our help remains high. Whilst the drivers behind welfare issues can be complex, the reality is that there are too many equines that can be adequately cared for by charities.

As a nation of animal lovers, the majority of equines are well cared for but sadly, this isn't the case for all. Across the equine charity sector we are working hard to tackle the 'horse crisis' (termed because of the scale of equine welfare issues in the 2020 publication, 'Britain's Horse Problem') and look at how we can lessen the systemic failure of ownership in the UK which we have witnessed over the last 12-plus years. Through knowledge, learning and advice we work collaboratively and focus on preventing cruelty and neglect before it happens through promoting responsible horse ownership.

Pictured: Our Welfare Team have worked as part of a larger supporting group at the new Appleby Horse Fair since 2014. Here they are in June 2021 helping owners understand the importance of hydration in hot weather.

The most significant single influence on equine welfare is the care and management provided by the person tending to the animal. There are many reasons that welfare concerns may arise and these can overlap:

- Some may be due to changes in owner circumstances, such as illness (including mental health), or if their financial situation changes and owners become overwhelmed as a result.
- Some owners may have a lack of knowledge, and not be aware that they're not meeting their horse's needs.
- Others may struggle to make end of life decisions when their equine's quality of life has deteriorated.
- Some owners are sadly indifferent and do not acknowledge their responsibility to their animals.
- More recently we have also seen growing cases of people who have started rescue centres, often with good intentions, who cannot then continue to care for those animals and get themselves into difficulties resulting in the animal's suffering.

Between the many and varied sectors of the equine industry, we work together to provide a voice for the equine. Through collaborative working we create fundamental welfare guidance and support the creation of legislation to accepted standards that allows for a proactive approach to ensure horses, ponies, donkeys and mules are cared for in line with their welfare needs.

Creating awareness and urgency around these interventions that we undertake as a charity and the reasons behind the resulting cruelty and neglect helps to drive societal change to improve the lives of many equines.

We will ensure our supporters and visitors understand the issues we face as a rescue and welfare charity, and through our communications and visitor experience, we will raise awareness of equine welfare.

Pictured: Images taken from rescues highlighting some of the conditions that we find equines living in.



There is a wider reaching public awareness of equine issues

Outcomes

We will be a greater influencer of responsible equine ownership and care and see an increase in the number of people proactively approaching the charity for advice and support.

We have an increase in early interventions, seeing a reduction in our emergency welfare work.

There is a wider reaching public awareness of equine issues and trust for our work.

We will contribute towards the nationwide development of welfare guidance and legislation.

3 People & Culture



**We have an engaged
and healthy workforce**

**Our people are passionate
about the work they do and
are engaged with delivering
the charity's Mission**

Our Aim

We will attract and retain talent offering recognition, development and career opportunities. We will strive to facilitate a working environment which nurtures high performance with a positive and healthy culture.

The Need

Our people are our most important asset. To meet the needs of all employees now and in the future, we will undertake a strategic and planned approach to their management and development.

We operate in a competitive labour market where it is important to retain high-performing staff. We want every person that works and volunteers at Bransby Horses to thrive by being challenged, recognised and rewarded, empowering them to deliver upon our mission.

Outcomes

Our people processes will be engaging, inclusive, flexible and innovative, continuing to make Bransby Horses a great place to work.

We have an engaged and healthy workforce who have the right tools, facilities and working environment.

We have the right people in the right roles who are passionate, high performing and resilient.

Our people work by an internal set of values and behaviours.

We work with universities, colleges, partner organisations and provide volunteer opportunities to nurture and develop our future workforce.

4 Resource & Environmental Development



Our environmental approach complements our core purpose

We have the infrastructure to meet our needs and we are environmentally conscious

Our Aim

We will develop and manage our infrastructure (including land, buildings, facilities, vehicles, equipment, utilities and digital systems) to consistently and reliably enable the delivery of our daily activities and strategic commitments, whilst being considerate of environmental issues.

The Need

We must invest in the development of our two sites, to provide suitable facilities and infrastructure to deliver our Mission. Climate change is a global issue which affects each and every one of us. We all have a responsibility now and for the future as custodians of the world and all its natural assets to minimise our impact on climate change.

The charity is committed to managing the environmental impact across all of our activities and we will undertake work to further define and develop our approach to ensure that the environmental impact will be considered as part of our planning and culture.

Outcomes

We have an infrastructure fit for purpose, enabling our equines and people to thrive.

We have integrated and future proof IT and communication systems.

We have a green employment culture: every employee promotes our commitments to environmental sustainability.

Our environmental approach complements our core purpose, without diverting essential resources away from it.

5 Financial Sustainability



We carefully manage our financial resources and generate sufficient funds to deliver our Mission

Our Aim

To generate strong financial security for the charity through well-established income generation activities, targeted marketing, strong budgetary management and financial forecasting.

The Need

It is essential that we continue to have good governance and strong financial stewardship. The charity will maintain a financial buffer (or in technical terms, level of reserves) that allows it to react to the changing environment around us and take advantage of opportunities as they arise. For over 50 years the charity has been entirely dependent on voluntary income and the kind donations and legacies that we receive from our loyal supporters and visitors.

As we are reliant on the goodwill of others we will ensure that our supporters trust and champion the work that we do. We will be transparent in our communications, demonstrating how their contributions are spent to highlight the difference they've made to the lives of equines in need.

Outcomes

We forecast with more knowledge and certainty on key income-related activity.

We align our income generation activities with our strategic commitments.

We will explore new income generation opportunities and have a measured approach to potential grant income.

We will continue to have strong financial stewardship and ensure money is spent wisely and in the best interests of delivering our Mission.

By 2032 we will have reserves to cover three-years' of operational costs.



Find us at LN1 2PH
01427 788 464
BransbyHorses.co.uk



Charity No: 1075601. Company
Limited by Guarantee Registered in
England and Wales No: 3711676

BRANSBY
— HORSES —

