



HORSE SPORT IRELAND

**Request for Tender
Horse Sport Ireland
Strategic Plan 2019-2024**



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1. Background

Horse Sport Ireland was incorporated on 20 December 2006 under the Companies Acts as a Company Limited by Guarantee without share capital. On January 1, 2008, the organisation became the Governing Body for equestrian sport in Ireland (32 counties) as recognised by the International Governing Body (FEI), Sport Ireland and the Olympic Council of Ireland (OCI). In July 2008, the Department of Agriculture transferred responsibility for maintaining the Irish Horse Register to Horse Sport Ireland following a Special General Meeting of the Irish Horse Board. In 2010, the organisation was formally recognised as the Governing Body for equestrian sport by Sport Northern Ireland. Horse Sport Ireland (HSI) is the governing body for the sport horse industry and is responsible for devising and implementing strategies for the development and promotion of an internationally competitive sport horse industry, covering breeding, sport and leisure activities. Horse Sport Ireland provides supports and services for the wider equine industry in Ireland including:

- Interface with the Government and government agencies on behalf of the sector
- Acts as the National Governing Body for Equestrian Sport as recognised by F.E.I, Sport Ireland, Olympic Council of Ireland and Sport N.I.
- Acts as an umbrella body for the sector with 28 recognised Affiliates (Sport & Breeding).
- Licences & regulates athletes & horses for international competition (FEI and Olympics)
- Promotes high performance equestrian sport through our brand Team Ireland Equestrian
- Manages 14 High Performance Equestrian Programmes
- Coordinates the National Equine Anti-Doping Programme
- Acts as a centralised Safeguarding hub for recognised affiliates
- Maintains the Irish Horse Register which incorporates the Irish Sport Horse and Irish Draught Horse Studbooks under licence from the Department of Agriculture, Food and the Marine
- Provide support tools to breeders to facilitate them reach their objectives for producing horses capable of competing at the highest levels in equestrian sport or providing horses for the leisure and recreation industry in Ireland and abroad.
- Engaging with research organisations to develop further services for breeders.
- Devise and operate programmes to market the sport horse sector and support equestrian competitions.
- Engages with any policy decisions arising from the review of the organisation being conducted by consultants at the behest of the Department of Agriculture Food and the Marine.

2. Context

In June 2017, an independent report undertaken by Indecon International Consultants and commissioned by the Department of Agriculture, Food and the Marine was published, known as the '[Indecon Report](#)'. The review focused on whether the horse sport industry is organised in manner calculated to achieve the objectives in



[‘Reaching New Heights’ Report of Irish Sport Horse Industry Strategy Committee](#) and whether there was an appropriate balance between the important representative function of existing structures and the need to develop commercial opportunities, enhance co-operation and maximise the contribution of the sector to the economy. In order to achieve successful implementation of the recommendations, the Indecon Implementation Taskforce (the “Taskforce”) was mandated by the Board of Horse Sport Ireland.

The Taskforce comprised of key representatives from the Department of Agriculture, Food and the Marine, Department of Transport, Tourism and Sport, Sport Ireland and Horse Sport Ireland. Within a 9 month timeframe, the Taskforce together with the Board of Horse Sport Ireland have successfully implemented all the key recommendations, including a significant restructure to the Board of Horse Sport Ireland, reducing the number of members from 19 to 9, of which the Chairperson and three ordinary members are appointed directly by the Minister for Agriculture, Food and the Marine in consultation with the Minister for Transport, Tourism and Sport. Further, one ordinary member will be nominated by the Department of Agriculture, Environment and Rural Affairs and Sport NI and appointed by the Minister for Agriculture, Food and the Marine in consultation with the Minister for Transport, Tourism and Sport. The revised Horse Sport Ireland Board is effective from 31 July 2018. In order to solidify the roadmap for the future, it is now imperative that organisation specific strategic plan is formulated and published.

In preparation for developing the new Strategic Plan, there are a number of considerations. Firstly, Horse Sport Ireland has taken part and/or undergone some reviews as aforementioned. With each review there is a wealth of information available regarding discussions on the vision and purpose of the organisation and many aspects of Horse Sport Ireland’s work. This information can inform part the basis of the strategic plan discussion documents however it’s important that same do not dominant it. Secondly, and importantly, a key point with the strategic plan consultation process is the central involvement of the new Board effective 31 July 2018 and the new nominees to the four Advisory Councils. In order for the plan to be responsive and authentic, it is essential that the new Chairperson and new Board members also have ownership of the process. The 5-month timeframe for completion of the strategic plan covers the consultation process, direction by the Horse Sport Ireland Executive and the Board, culminating with final approval by the Board and publication.

3. Requirements

Horse Sport Ireland’s organisation specific strategic plan expired on 2012. Since then, Horse Sport Ireland was an industry partner in devising and developing ‘ Reaching New Heights’ , however with the delivery and implementation of the Indecon Report and we are now seeking a Consultant(s) to support the development of a new plan for the next five years from 2019 to 2024.

It is envisaged that the new strategic plan will need to include vision, mission, goals, objectives and clear measures of success, target groups, target areas, strategic approaches and activities/projects.



4. Timeframe and Process

It is envisaged that the successful tenderer will deliver the proposed outline of work during the period of September 2018 to January 2019:

1. Synthesise all relevant information available from aforementioned organisation reviews
2. Develop a scoping document of the Horse Sport Ireland landscape for the CEO/Board including a proposed cross-organisational approach to stakeholder consultation in conjunction with the HSI CEO/Executive.
3. Facilitate a consultation session with Horse Sport Ireland Board and the HSI Executive.
4. Develop an Horse Sport Ireland stakeholder discussion document
5. Initiate stakeholder interviews (approx. 10) through the Horse Sport Ireland Advisory Council structure from October to December 2018.
6. Develop online consultation questions and collate responses from HSI HP Discipline & Standing Committees and recognised Affiliates.
7. Document outcomes of meetings/focus group consultation with CEO and Executive Team.
8. Document a synthesis of all affiliate consultation responses.
9. Prepare draft Strategic Plan for Horse Sport Ireland Board feedback December 2018.
10. Finalise the Strategic Plan (by January 2019)
11. Make three presentations to Horse Sport Ireland Board
 - I. Summary of Advisory Council, Technical Committee and Affiliate stakeholder consultation
 - II. Review of those consultations
 - III. Facilitate discussion on final draft Strategic Plan at Board Meeting January 2019.

5. Ethics and Values

We expect the successful tenderer to adhere to Horse Sport Ireland's values and to follow any of our policies which are deemed appropriate.

6. Accountability and Management

The contract for services rests with Ronan Murphy, CEO Horse Sport Ireland. The primary point of contact for the successful tenderer will be Avalon Everett, HSI General Counsel Legal & Governance.

The successful tenderer will be expected to:

- Maintain regular contact with HSI General Counsel and the CEO, responding to communications in a timely manner.
- Be flexible and responsive to the needs of the organisation as they arise.
- Be proactive in seeking clarification, information or guidance as needed.

7. Timeframe and Deliverables

We expect the successful tenderer to:

- Commence the strategic planning process in September 2018
- Provide regular progress updates to the HSI General Counsel and CEO
- Provide a draft strategic plan in November 2018
- Produce the final strategic plan by January 2019

8. Competency and expertise requirements

The successful tenderer will:

- Have a proven track record of inclusive strategic planning in comparable entities such as Horse Sport Ireland.
- Have experience of working with umbrella organisations.
- Demonstrate an understanding of and have experience working with sport and/or agriculture organisations.
- Ability to synthesise a large range of information methodically but also have a flexibility of approach to strategic planning consultation.
- Provide details of relevant experience and qualifications in delivering on all aspects of the tender, and provide two referees associated with examples of two most appropriate pieces of work.

9. Tender Requirements

Tenders for this work must include:

1. Name of applicant / organisation name, address and contact details. In the case of consortia, please assign one person / organisation as the principal contact.
2. A statement outlining the understanding of the brief (max 1000 words)
3. Personnel involved – details of all personnel who will be involved, including a CV which outlines their qualifications/experience
4. Description of proposed project approach, methodology, actions and timeframe (max. 1500 words)
5. Examples of two relevant previous projects along with a separate referee, including contact details, for each project
6. Costs – detailed per day cost and any associated costs, including VAT
7. Notification of any potential conflicts of interest
8. An up to date copy of the tenderer's Tax Clearance Certificate and relevant insurances.

10. Award Criteria

Evaluations of tender submissions will be based on criteria specified in the tender requirements, using the following award criteria:

No	Requirements/Criterion	Weighing Criteria
1	Understanding the Brief	20%
2	Relevant Knowledge, Expertise, Experience, Project Management and Resources Allocated	40%
3	Content and Quality of Proposed Plan and Methodology	20%
4	Cost	20%
	Total Marks	100

- Minimum scoring required for requirements/criterion is 60% for each Tenderers must achieve a minimum score of 60% of the total marks available for each of the individual qualitative criteria (1-3).
- Any Tender which does not meet this minimum threshold shall be excluded from further consideration.
- The **lowest cost tender** which also meets all of the minimum requirements of the qualitative award criteria, will receive the maximum score achievable under this criterion.
- The scores of the other valid Tenders will be calculated by using the following formula: Number of marks = the cost of the lowest valid tender divided by the cost of the valid tender in question and multiplied by the maximum score achievable.

1. Understanding the brief

Those tendering should demonstrate in their proposals a good understanding of the brief and issues which this strategic plan is seeking to address, including an excellent understanding of issues relating to strategic planning, sport and agricultural bodies.

2. Relevant knowledge, expertise, experience and resources allocated

The highest scores will be awarded to the tenderers with the most appropriate knowledge and experience in delivering similar projects. The tenderer must supply a CV of the person who will be carrying out the work.

3. Content and quality of proposed plan and methodology.

This refers to the proposed approach to the design and development given the content in this Request for Tender. Tenderers must demonstrate their capability to bring the contract to a satisfactory conclusion by describing the methodology of approach to accomplish the project's required outcomes within the stated timeframe.

4. Cost

This must include all costs and expenses for the work. Quotations should be inclusive of VAT, and should be quoted in Euro. All prices quotes must remain valid for the duration of the work.



Following completion of the tender evaluation, the successful tenderer will be notified in writing. Once the offer is accepted, letters will be issued to the unsuccessful tenderer/s notifying them of the result. A tender assessment panel is in place to assess the applications and to award the contract to the successful tenderer. The panel will have to be satisfied that the method and programme of work meet the requirements outlined and are cost effective. The panel does not commit itself to accepting the lowest tender and will not accept any responsibility for any expenses incurred in the preparation and submission of a tender. The panel may cancel the process at any time. Horse Sport Ireland will not engage in any discussions or negotiations in advance of adjudication. Horse Sport Ireland is not in a position to provide feedback on unsuccessful tenders.

11. Budget and schedule of payments

Tenderers should note that Horse Sport Ireland is a publicly funded organisation. As such, our resources are finite. Tenderers should include a quote that is inclusive of all expenses, travel, subsistence and administration. Horse Sport Ireland will not make any payments other than the price in the quotation response document. A payment schedule will be agreed with the successful tenderer prior to the commencement of the work based on project deliverables.

12. Shortlisting and Clarification Meetings

A shortlist of the most competitive applicants may be invited to present or provide further information on their bid prior to selection. An invitation to interview is not an indication that a contract has been awarded. Applicants attending such interviews will do so at their own expense. Tax Clearance Certificate Before the contract is awarded, the successful tenderer will be required to produce a valid Tax Clearance Certificate, and if the certificate should expire within the course of the contract, a new certificate will be required. All payments under the contract will be conditional on the person/organisation being in possession of a valid certificate at all times.

13. Insurance

The successful tenderer must produce evidence of professional indemnity and car insurance as part of the tender submission and this cover needs to be in place for the duration of the contract for work.

14. Conflicts of Interest

Any conflicts of interest involving a tenderer must be fully disclosed to Horse Sport Ireland. Failure to disclose a conflict-of-interest may disqualify a bidder or invalidate an award of contract, depending on when the conflict of-interest comes to light.

15. Ownership of Material Resulting from this Work

Horse Sport Ireland will retain ownership of any research, materials and/or documentation resulting from the development of the strategic plan. All research, materials and/or documentation must be returned to Horse



Sport Ireland on request or in the event that the contract is terminated. No part of the research, materials and/or documentation may be used without the prior consent of Horse Sport Ireland.

16. Freedom of Information

Tenderers should be aware that, under the Freedom of Information Act 2014 information provided by them during this competition may be liable to be disclosed. Tenderers are asked to consider if any of the information supplied by them in their Tender should not be disclosed because of the confidentiality or commercial sensitivity. If Tenderers consider that certain information is not to be disclosed because of its confidentiality or commercial sensitivity, Tenderers must, when providing such information, clearly identify the specific sections of the their tender containing such information and specify the reasons for its confidentiality or commercial sensitivity. For the avoidance of doubt, Tenderers may not assert confidentiality or commercial sensitivity over the entire Tender but must clearly identify the specific section containing such information. If Tenderers do not identify information as confidential or commercially sensitive, it is liable to be released in response to a request under the above legislation without further notice to or consultation with the Tenderer. Horse Sport Ireland will, where possible, consult with Tenderers about confidential or commercially sensitive information so identified before making its decision on a request received. Horse Sport Ireland accepts no liability whatsoever in respect of information provided which is subsequently released (irrespective of notification) or in respect of any consequential damage suffered as a result of such obligations.

17. Closing Date for Receipt of Tender

The closing date for receipt of one signed electronic copy to Horse Sport Ireland is 12 noon on **Monday 3 September 2018**. Any tenders received after this time and date will not be considered for adjudication.

Tender Submissions should be addressed to:

Avalon Everett

HSI General Counsel – Legal & Governance

Horse Sport Ireland

aeverett@horsesportireland.ie

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