



HORSE SPORT IRELAND



Strategic Plan 2019 - 2024



Our Mission



To lead the Equestrian sector
and enable it to fulfill its
potential

- Grow participation
- Win medals
- Be a top Breeding Nation





LONGINES FEI
EUROPEAN CHAMPIONSHIPS GOTHENBURG 2017



Our Vision

To have the best riders and horses in the world



HORSE SPORT IRELAND



Strategic Focus Areas

1

**Leading the
Sector**

2

**Developing a
Sustainable
Funding
Model**

3

**Competing
on the
World Stage**

4

**Building our
Organisational
Capability**

5

**Engaging
with the
Equestrian
Community
and
Stakeholders**





Leading the Sector - Breeding and Production

- Unite the sector behind a shared vision for the equestrian community.
- Support and promote the growth and quality of breeding of Irish horses.

Overall Goal

Ireland to be recognised as a top nation in Breeding and Production of Sport Horses.



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Breakthrough Initiatives

Leading the Sector - Breeding and Production

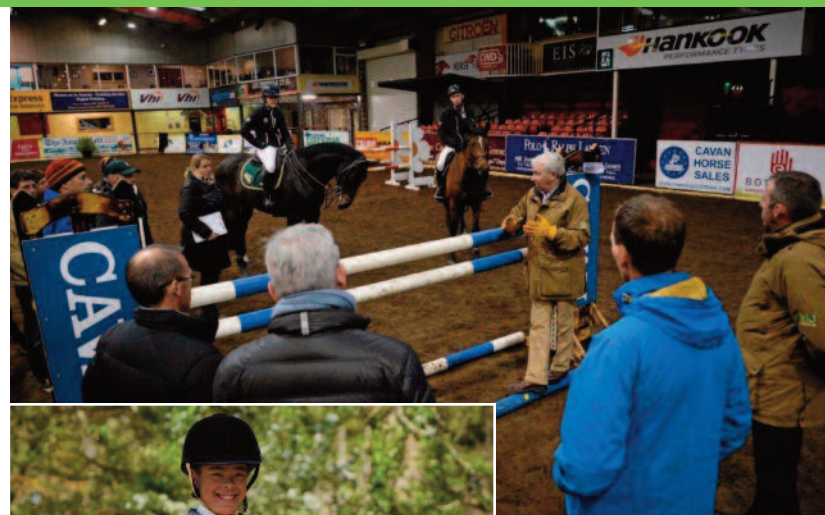
Detailed Action Areas

- Develop a National Equine Identification Database to ensure lifetime traceability and provide the foundation for the integrity of all equine breeding, sports and welfare programmes.
- Provide direction on national breeding policy and facilitate increased economic activity.
- Ensure there is a proactive approach to lifetime care of Irish-bred horses.
- Support the infrastructure around performance testing.
- Develop a sustainable business model for Irish breeders and equine farming.
- Maintain genetic diversity and the preservation of important bloodlines.
- Monitor the sector and advocate on key issues on behalf of the sector.
- Promote and market Irish breeding.
- Provide reliability/authentication (quality assurance) overseeing the quality production of Irish-bred horses and ponies.
- Ensure there is a robust and comprehensive anti-doping programme in place to protect our horses, the integrity of Irish equestrianism and our global reputation.
- Support education and knowledge transfer across the sector (both on the technical and business side of the sector).



Leading the Sector - Sport and Recreation

- Unite the sector behind a shared vision for the equestrian community.
- Grow participation through quality coaching, education, facilities and experiences.
- Design and deliver high-quality training and coaching programmes.





Breakthrough Initiatives

Leading the Sector - Sport and Recreation

Overall Goal

Vibrant growth of equestrian sport in terms of participation numbers across various disciplines through quality experiences, environments and supports.

Detailed Action Areas

- Drive increased participation through targeted initiatives.
- Ensure a positive environment for participation.
- Make the sport more accessible for people to get involved.
- Promote and market horse sports and Ireland as an equestrian country.
- Support the industry in developing sustainable business models for the leisure sector/riding schools.
- Develop a national coaching and education strategy, programmes and certification pathways to develop the capability of those operating within the sector and to attract new participants to horse riding and equestrian pursuits.
- Provide support resources and knowledge transfer to people operating within the sector including a comprehensive coaching and education digital resource centre.



Developing a Sustainable Funding Model

- **Develop a diversified revenue model**
 - Government
 - Sponsorship
 - Philanthropy
 - Tax Incentives

- **Support the growth of the economic value of the Sport Horse sector (jobs, sustainable enterprise, export growth).**





Breakthrough Initiatives

Developing a Sustainable Funding Model

Overall Goal

Put the finances of the organisation on a more sustainable, self-determined basis with less reliance on exchequer funding as a proportion of total funding model.

Detailed Action Areas

- Maximise sponsorship opportunities.
 - Develop additional revenue streams through new service offerings.
 - Create an innovation hub to develop new solution ideas through research and partnerships and commercialise these solutions.
- Leverage new technologies to develop potential service solutions (e.g. microchips, database, genomics testing etc.)
 - Develop philanthropic investment.
 - Increase funding from exchequer through clear business case for investment in the sector (whilst reducing overall reliance on exchequer funding by raising more self-generated funds)
 - Support the sector to grow in economic value through policy setting, lobbying and services provision to the sector.



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Competing on the World Stage

- Become a Tier 1 status sport within the Irish High-Performance system.
- Development of National Equestrian infrastructure.
- Develop a world-class equine Centre of Excellence.
- Develop a High-Performance programme to deliver medals consistently.
- Develop an Academy concept.
- Become a leading nation in terms of sales and exports.





Breakthrough Initiatives

Competing on the World Stage

Overall Goal

Ireland to be a leading nation in all equestrian disciplines winning on the international stage consistently.

Detailed Action Areas

- Focus on developing High-Performance Programmes which deliver equestrian sport as a Tier 1 sport within the domestic system.
- Create an academy programme for promising Irish riders to transition from 'junior' to 'senior' ranks.

- Develop a programme within the 20x20 campaign of women in equestrian sport to drive increased participation of females across all national High-Performance squads.
- Secure funding to develop a world-class equine centre of excellence that acts as the new home of Horse Sport Ireland and that provides top-class facilities and supports including master farrier, veterinary expertise, stabling, tack shop and other facilities.
- Create an environment to showcase Ireland's sport horses and become a leading sales and exports nation.



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Building our Organisational Capability

- Build an efficient data hub for the industry.
- Develop the skillsets of the organisation to support our vision.
- Transform the culture to a more proactive, fast-paced, dynamic fulcrum for the industry.
- Streamline operations to maximise returns and value to members.
- Re-structure to a member-based model (from an affiliate model).



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Building our Organisational Capability

Overall Goal

Horse Sport Ireland to be an efficient, well run organisation providing leadership and adding value to the sector.

Detailed Action Areas

- Build an efficient, comprehensive data hub for the industry.
- Develop the skillsets of the organisation to support our vision especially in the areas of:
 - Business management
 - Commercial
 - High-Performance
- Transform the culture to a more proactive, fast-paced, dynamic fulcrum for the industry.
- Identify opportunities to streamline operations and ensure we operate as efficiently as possible to support our activities.
- Explore the options and develop the proposition for re-structuring as a member-based model (from an affiliate model).



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Engaging with the Equestrian Community and Stakeholders

- Develop a refreshed brand consistent with our new direction.
- Deliver a proactive, powerful communications strategy to promote equestrianism.
- Engage stakeholders on an All-Island basis.
- Promote Ireland as a global leader in Horse Sport.



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Engaging with the Equestrian Community and Stakeholders

Overall Goal

Transform how we engage and the public perception of the organisation and what we do.

Detailed Action Areas

- Develop a refreshed brand consistent with our new direction.
- Create a stakeholder map and create a proactive communications strategy to promote equestrianism and engage with our stakeholders.
- Develop a training and capability development programme for staff to support a culture shift in how we engage across the sector.
- Deliver impactful marketing communications promoting Ireland as a leading nation for Sport Horses
- Work with the Advisory Councils to develop clear strategies, policies and action plans across each of the four areas.



Mission: To lead the Equestrian sector and enable it to fulfill its potential

Vision: To have the best riders and horses in the world

Strategic Focus Areas

1

Leading the Sector

- Unite the sector behind a shared vision for the industry.
- Support and promote the growth and quality of breeding of Irish horses.
- Grow participation through quality coaching, education, facilities and experiences
- Design and deliver high-quality training and coaching programmes

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Developing a Sustainable Funding Model

- Develop a diversified revenue model
 - Government
 - Sponsorship
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 - Tax Incentives
- Support the growth of the economic value of the Horse Sport sector (jobs, sustainable enterprise, export growth).

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Competing on the World Stage

- Become a Tier 1 status sport within the Irish High-Performance system.
- Develop a world-class equine centre of excellence.
- Develop a High-Performance programme to deliver medals consistently.
- Academy concept.
- Become a leading nation in terms of sales and exports.

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Building our Organisational Capability

- Build an efficient data hub for the industry.
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Engaging with the Equestrian Community and Stakeholders

- Develop a refreshed brand consistent with our new direction.
- Deliver a proactive communications strategy to promote equestrianism and engage stakeholders.
- Engage stakeholders on an All-Island basis.

Transformation Programme

Managing the transformation of the organisation whilst delivering on our short-term commitments and objectives





Our Values

■ Excellence

We are determined to have the best riders and horses in the world and are committed to maintaining Ireland's universal status as *'The Land of the Horse'*

■ Accountability

We accept personal accountability for ensuring that the Sport Horse Sector is united behind a shared vision which will enable it to fulfil its potential

■ Courtesy

We believe that showing courtesy to people will lead to mutual success for the Organisation, the individual and the industry

■ Communication

We believe that people work best when there is a foundation of trust and that effective communication is the cornerstone of developing trust

■ Horse Welfare

We will conduct ourselves in a manner that respects and protects the well-being of all horses from birth and throughout their lives

■ World-class Training

We are committed to delivering training of the highest international standards

■ Transparency

We are committed to being open and informative about Horse Sport Ireland's goals, history, performance and operations

■ Collaboration

We respect our colleagues, customers and industry stakeholders, and recognise that we must work collaboratively to achieve our vision

Delivering our Plan

We will develop a set of KPI's linked to the vision/mission and strategic focus areas that we will track on an ongoing basis and report on annually.

The measures will include:

Leading the Sector

- Number of Foals.
- Average value of price achieved by category (increasing).
- Total economic value of sector (increasing).
- Number of participants/Number of additional participants per annum.
- Number of riders per capita (compared to other countries).
- Number of competitors in shows across all disciplines.
- Rating of show facilities and shows (improving).
- Number of equine tourists.

Sustainable Funding Model

- Percentage of self-generated revenue versus exchequer funding.
- Number of revenue streams and value of same (increasing).
- Level of reserve (increasing)
- Total revenue.
- Productivity index - revenue versus economic value.

Competing on the World Stage

- Rankings at Senior and Junior Level.
- Medals - Olympics, World, European, Paralympics.
- Number of female riders in High-Performance - ratio increasing to 50:50 or better.
- Conversion rate of Junior to Senior riders.

Building our Organisational Capability

- Operational efficiency metrics.
- Processing times.

Engaging with the Equestrian Community and Stakeholders

- Social media presence.
- Website
- Blog
- Apps
- Newsletters
- Conferences/forums/symposia/workshops
- Questionnaires
- Presence at industry events



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