F.A.O. Éilis Fallon  
Committee Secretariat  Committee of Public Accounts  
Leinster House  
Dublin 2  
Email: pac@oireachtas.ie  

23rd October 2019  

Ref: PAC32-I-1607 – Horse Sport Ireland / Public Accounts Committee (“the Committee”)  

Dear Ms. Fallon,  

I refer to the above and to your letter of 17th October 2019. I note the contents therein and particularly the matters raised by Deputy Imelda Munster and Deputy Cullinane, specifically in respect of the report commissioned by the Minister for Agriculture, Food and the Marine, (“the Indecon Report”). In order to comprehensively reply to the matters raised and to provide the Committee with a factual understanding of the sector and the organisation, it is important that I provide a brief outline to the origins of Horse Sport Ireland so that a contextual appreciation of the organisation within the sector is allowed for. Further, I will address the information sought in respect of the Report and the Recommendations arising.  

I would also like to advise the Committee that I’ve recently had the opportunity to peruse Mr Brendan Gleeson’s letter of the 24th September 2019. In the absence of the facts below, some of the language conveyed in Mr Gleeson’s letter could easily be misinterpreted that the Indecon Report has not been implemented in a timely manner. This, I believe, is inadvertent commentary as the Department of Agriculture, Food and the Marine have been our strategic partners throughout this implementation process, and as you will note will be instrumental in the delivery of the final Recommendation with the Board of Horse Sport Ireland. Therefore, the following content will seek to allay any concerns and provide a factual position vis-à-vis Horse Sport Ireland.  

The Sport Horse Sector in Ireland - Background  

The Horse Industry Act 1970 established Bord na Capall in order to advise the Minister, and perform certain other functions in relation to the Breeding, Sale and Export of Horses and associated activities (including participation of National Teams in, and the holding in the State of, international equestrian competitions, to provide for the licensing of riding establishments). Included in the function of Bord na Capall was the management of the Irish Horse Register. The Irish Horse Register is comprised of the Irish Sport Horse Studbook and the Irish Draught Horse Studbook, incorporating the approval of stallions for breeding. I understand that the Irish Horse Register was developed by Bord na gCapall prior to its dissolution under the Bord na gCapall (Dissolution) Act, 1989. The functions of Bord na Capall were transferred to the Minister of Agriculture. Subsequently, the Minister maintained the Irish Horse Register and the listing of approved stallions in conjunction with a Horse Breeding Advisory Committee. The Minister for Agriculture transferred the functions previously held by Bord na gCapall to the Irish Horse Board Co Operative Society (IHB) in 1993. The Chairman of the Irish Horse Board was appointed by the Minister for Agriculture.  

In or about 2006, Mr. Michael Dowling, former Secretary General of the Department of Agriculture and Food, was asked to report into the sector and he made recommendations regarding the
governance of the equestrian sector. The Government Departments of Sport and Agriculture accepted the proposals of Mr. Michael Dowling, as set out in his report, in relation to the establishment of Horse Sport Ireland. In December 2006, Horse Sport Ireland was set up by the Ministers' for Agriculture and Sport and amalgamated the Equestrian Federation of Ireland and the Irish Horse Board which brought together the breeding and sport sectors. Horse Sport Ireland was established as a non-commercial entity, a company limited by guarantee. On 1 January 2008, HSI became the Governing Body for equestrian sport in Ireland and Northern Ireland. It was recognised by the International Governing Body (Federation Equestre Internationale “FEI”), the Irish Sports Council (now Sport Ireland), and the Olympic Council of Ireland (OCI) (now the Olympic Federation of Ireland). The Dowling Report had recommended that Horse Sport Ireland would maintain the Irish Horse Register and it was transferred to HSI in July 2008. From July 2008 to date, Horse Sport Ireland has operated under approval from the Department of Agriculture, Food and the Marine for the management and administration of the Irish Sport Horse Studbook (& its supplements) and Irish Draught Horse Studbook (& Appendix), the Irish Cob Studbook & Irish Cob Part-Bred Studbook and since 2013 the Irish Sport Pony Studbook. Horse Sport Ireland provides administration services for the following DAFM approved Studbooks: Irish Standard Bred Pacer & Trotter Studbook and the Kerry Bog Pony Society.

I note Deputy Imelda Munster comments in respect of Horse Sport Ireland acting exclusively as a "sporting body". For the record, this is an incorrect categorisation. Horse Sport Ireland is funded by the Department of Agriculture, Food and the Marine in recognition of its work in promoting, developing and maximising the potential of the sport horse industry in Ireland. Horse Sport Ireland recognises the very strong international demand for Irish sport horses and have sought to develop a Sport Horse Production Pathway to educate producers and farmers on best breeding practices and the development for sports horses. Horse Sport Ireland already operates a number of breeding initiatives to improve the quality, soundness and market impact of Sport horses bred and produced in Ireland. The current expenditure on these initiatives does not meet demand and ideally, we would like to expand the initiatives to include National Semen collection and storage banks, Reproductive Embryo Transfer Schemes, Trait Screening & Monitoring etc. Other countries are promoting these type of schemes at pace as they seek to produce competitive sport horses. Ireland needs to keep pace to ensure we retain our position within the global Sport Horse industry.

In summary, the primary functions of Horse Sport Ireland are to:

- Support the development and growth of the Sport Horse Industry in Ireland and internationally.
- Interface with Government and Government Agencies on behalf of the sector.
- Act as the national Governing Body for Equestrian Sport, as recognised by the FEI, SI, OFI and Sport NI.
- Maintain the Irish Horse Register which incorporates the Irish Sport Horse and the Irish Draught Horse Studbooks.
- Maintain the Irish Sport Pony and Irish Cob Studbook.
- Issue ID documents for horses by way of approval from the DAFM.
- Administer Equestrian High Performance Programmes for selected disciplines.
- Run the National Anti-Doping Programme for Equestrian Sport.
- Run the National Equestrian Coaching Development Programme with Coaching Ireland.
- Operate the online Pedigree, Progeny and Performance database – CapallOir.
In late 2016, the Department of Agriculture, Food and the Marine commissioned a report to be undertaken by Indecon International Economic Consultants. It is important to note that on 27th June 2017, the Report was finally published and titled a “Review of Certain Matters relating to Horse Sport Ireland”. The Indecon Report focused on whether the horse sport industry is organised in manner calculated to achieve the objectives in the ‘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. The Department of Agriculture, Food and the Marine accepted the recommendations of the Indecon Report. It commended the report’s recommendations to HSI and indicated that funding would be available to implement the report’s recommendations. The Board and the Executive of HSI proactively implemented the recommendations from August 2017 to July 2018. In order to achieve the implementation of the recommendations, the Indecon Implementation Taskforce (“the Taskforce”) was mandated by the Board of Horse Sport Ireland. The Indecon Taskforce comprised of key representatives from the Department of Agriculture, Food and the Marine, Department of Transport, the Tourism and Sport, Sport Ireland and Horse Sport Ireland.

Current position

The implementation of the Indecon Report has included a significant restructure to the Board of Horse Sport Ireland. This restructure became effective on the 31 July 2018. The number of members have been reduced from 19 to 9 (as recommended by Indecon) 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.

The Committee should note that the original Indecon Recommendation also provided for the Minister for Agriculture, Food and the Marine in consultation with the Minister for Transport, Tourism and Sport to directly appoint the Northern Ireland Ordinary Member. However, during the Indecon Taskforce deliberations, the DAFM formed the view that this appointment should be made collaboratively with their opposites in DAERA. As such, the HSI Constitution provides that one ordinary member will be nominated by the Department of Agriculture, Environment and Rural Affairs and Sport of Northern Ireland and appointed by the Minister for Agriculture, Food and the Marine in consultation with the Minister for Transport, Tourism and Sport.

This nominee awaits appointment as the vacancy is predicated on the Northern Ireland Executive function. However, it is important to note that this is matter for the Department of Agriculture, Food and the Marine and their counterparts in Northern Ireland. Horse Sport Ireland have no remit in the appointment and have raised their concerns about the vacancy on numerous occasions. The revised Horse Sport Ireland Board are effective since 31 July 2018 and all ministerial appointments are in place since August 2018 with the exception of the Northern Ireland Board Member. The Board of Horse Sport Ireland has sat (9) times since their appointment. The Board of Horse Sport Ireland is currently comprised of:

- Mr Joe Reynolds, HSI Chairman, Ministerial appointee
- Ms Lucinda Creighton, Ministerial appointee
- Ms Mary Lambkin Coyle, Ministerial appointee
- Ms Clare Hughes, Ministerial appointee
- Mr David O’Meara, Industry appointee
- Mr Taylor Vard, Industry appointee
- Lt. Col. Officer Tom Freyne, Industry appointee
- Mr Edward Doyle, Industry appointee
Furthermore, the Constitution for Horse Sport Ireland Limited was fully redrafted reflecting the recommendations in the Report and the designation of the Ministerial nominees on the Board of Directors. **This Constitution was approved by a majority at the AGM on 31st July 2018.** In respect of the restructure and review of the sub structures within Horse Sport Ireland, please see attached HSI Governance Structure infographic which exhibits the HSI Board, Advisory Council, Standing, Technical and High Performance Committee structure. Furthermore, it is important to note that all governance policy documentation was redrafted and brought in line with best practice. **As such, all of the governance Recommendations indicated in the Report were implemented in an expedient manner in 2018.** Horse Sport Ireland considers good governance to be at the heart of our business. Horse Sport Ireland is fully compliant with the Sport Ireland Code of Governance and the State Governance Code for State Bodies (where applicable as HSI is not a State Body). The following are the extracted Recommendations from Report:

<table>
<thead>
<tr>
<th>Recommendation R1 – Horse Sport Ireland Structure</th>
<th>All Recommendations completed in 2018, with the exception of the Recommendation in respect of the Irish Sport Horse, Irish Draught, Irish Sport Pony and Irish Cob. Please see note below.</th>
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<tr>
<td>Recommendation R2 – Horse Sport Ireland Governance</td>
<td>All Recommendations completed in 2018.</td>
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<tr>
<td>Recommendation R3 – Equine Database</td>
<td>Innovative (Sector Wide) Project submitted to DAFM, awaiting approval and funding.</td>
</tr>
<tr>
<td>Recommendation R4 – Supports and Programmes</td>
<td>2020 Budget Ask and detailed submission in respect of programmes submitted to DAFM, awaiting confirmation letter.</td>
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</table>

For completeness, it is important that the Committee are fully appraised of the detail of Recommendations that were implemented. As such, please see attached schedule of executed Recommendations arising pursuant to the Report. Also, for reference, please see schedule 1 wherein key timelines are set out in respect of the implementation.

**From March 2019 to July 2019, Board of Horse Sport Ireland worked diligently on devising a Strategic Plan for the organisation. This plan was published 7th August 2019 with our vision and mission from 2019 – 2024.** In respect of oversight, I concur with Mr Brendan Gleeson, DAFM Secretary General comments with regard to Horse Sport Ireland's risk management framework. Our financial accounts are professionally audited by Statutory Auditors, we have engaged an external firm to complete our Internal Audit function, and the Audit and Risk Committee (independently chaired) has full oversight working in tandem with the Horse Sport Ireland Chief Risk Officer. Furthermore, Horse Sport Ireland works very closely with the Institute of the Public Administration in respect of best practice and assurance measures. Horse Sport Ireland has a designated senior executive in the role of Head of Governance to ensure that such standards are maintained and excelled.

**Final Indecon Recommendation**

**Irish Sport Horse, Irish Draught, Irish Sport Pony, Irish Cob Studbooks**

The Board of Horse Sport Ireland has engaged in proactive discussion in respect of the final Recommendation to be considered which is outlined on page 38 of the Indecon Report, wherein it
states: “Indecon recommends that HSI should retain responsibility for national breeding policy. We also suggest that the proposed new Board should consider the merits of transferring the ISH and ID Studbooks to the IHB which would be treated impartially as an affiliate. This, however, requires evaluation by the proposed new Board to consider whether this is the most effective way to achieve the breeding and production objectives. The Board should also consider that appropriate governance structures are in place in any new arrangements.”

On the 18 June, 24 July, and 17 September 2019 the Board of Horse Sport Ireland met and discussed the above Recommendation. On the 1st October 2019, Horse Sport Ireland comprehensively wrote to Minister Creed outlining their position vis-à-vis the Recommendation and provided framework for implementation. Such framework requires close collaboration with the Department of Agriculture, Food and the Marine, noting the historical background, as there are significant governance and operational considerations arising. Horse Sport Ireland await the Minister’s response in that regard. This Recommendation has progressed and no delay can be assumed by the Board of Horse Sport Ireland.

**Funding**

Since HSI’s foundation, c.75% - 80% of its funding has been by way of government support grants from the Department of Agriculture, Food and the Marine (“DAFM”) and the Department of Transport, Tourism and Sport (“DTTAS”). These grants have totalled circa €4.3m per annum (2016 – 2018) having dropped to around €3m during the recession.

![HSI INCOME & GOVERNMENT FUNDING](chart)

Indecon’s report produced twenty-three recommendations, seventeen of which related to corporate governance and the structure of HSI.

In conclusion, I would like the Public Accounts Committee to note the following:

- Horse Sport Ireland expertly and diligently implemented the Recommendations in the Indecon Report in 2018. The remaining Recommendation which is significant, is in progress and the merits of which are under consideration of the Board and the Department of Agriculture, Food and the Marine.
- Ireland is a leader in equestrian excellence. Our horses and riders are held in the highest regard throughout the world.
- Successive Governments have recognised that our position within the global sport horse industry should translate to a bigger economic footprint. Horse Sport Ireland was established to be ‘one voice’ to Government on how best to administer and develop the Sport Horse sector in Ireland.
- Budget submission for 2020, Horse Sport Ireland called upon the Government to invest in the sector and finally start to unleash the untapped economic potential the sector holds.
- With the benefit of proper funding the Sport Horse industry can deliver increased rural employment, support regional development, grow tourism and exports, and lead to increased sporting success.
- HSI is severely restricted in our output, ambition and impact by our constrained funding. Despite the highly significant economic contribution of the Irish Sport Horse Sector, Horse Sport Ireland is not eligible for inclusion in the Horse Racing and Greyhound fund, pursuant to the Horse and Greyhound Racing Act, 2001 and operates on a tiny fraction of the budget available to both Horse Racing Ireland and Bord na gCon.
- Budget Submission for 2020, HSI requested the Government to increase its core State funding and outlined a number of strategically important initiatives for which this funding would be used to further develop our sector in a way that would have tangible economic benefits for the country. These initiatives involve areas that primarily touch on the responsibility of the Department of Agriculture and Food, but some concern the Department of Transport, Tourism and Sport.

The Sport Horse Sector is at a pivotal stage of development. HSI has implemented the Indecon Recommendations and is fit for purpose to assist in supporting and growing the Sport Horse Sector which has an estimated economic footprint of EUR816 Million. The Sport Horse Sector is united behind Horse Sport Ireland, supported by a new Strategic Plan for the organisation, the sector has the benefit of a number of economic assessments demonstrating the enormous contribution of the sector to the economy and the untapped potential offered to achieve new levels of growth, jobs and exports.

Should you require any further information, please do not hesitate to contact me.

Yours sincerely,

Ronan Murphy
CEO Horse Sport Ireland
### Key Timelines of Implementation

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tr>
<td><strong>In late 2016.</strong></td>
<td>The Department of Agriculture, Food and the Marine commissioned a report to be undertaken by Indecon International Economic Consultants.</td>
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<tr>
<td><strong>27th June 2017</strong></td>
<td>The Report was published and titled a “Review of Certain Matters relating to Horse Sport Ireland”.</td>
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<tr>
<td><strong>August 2017</strong></td>
<td>Implementation commences</td>
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<td><strong>September 2017</strong></td>
<td>Indecon Implementation Taskforce constituted – key officials from DAFM, DTTS, Sport Ireland and Horse Sport Ireland, independently chaired.</td>
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<tr>
<td><strong>October 2017 – June 2018</strong></td>
<td>Indecon Taskforce Meetings and internal implementation of recommendations arising from consultation with stakeholders and Board of Horse Sport Ireland.</td>
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<td><strong>May 2018</strong></td>
<td>DAFM published via State Appointments adverts for Ministerial Roles</td>
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<td><strong>July 2018</strong></td>
<td>Horse Sport Ireland AGM – Board of 19 Representative Members approved the resolution to restructure the Board with Ministerial appointees and industry representatives. Approval of new Horse Sport Ireland Constitution. Appointment of four ordinary members (industry nominees)</td>
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<tr>
<td><strong>August 2018</strong></td>
<td>Appointment of the Chairman of Horse Sport Ireland, Mr Joe Reynolds</td>
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<td>And appointment of three ordinary members (ministerial nominees).</td>
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<td><strong>October 2018</strong></td>
<td>First meeting of the restructured Board of Horse Sport Ireland</td>
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<tr>
<td><strong>March 2019</strong></td>
<td>Strategic Plan Working Group (Sub-Group of the Board of Horse Sport Ireland) meet to devise a Strategic Plan 2019 to 2019</td>
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<tr>
<td><strong>April 2019</strong></td>
<td>Horse Sport Ireland Executive progress due diligence in respect of the outstanding recommendation.</td>
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<tr>
<td><strong>August 2019</strong></td>
<td>Board of Horse Sport Ireland launch the Strategic Plan 2019 – 2024.</td>
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<tr>
<td><strong>June 2019, July 2019, September 2019</strong></td>
<td>Horse Sport Ireland meet and discuss the Recommendation in respect of the Irish Sport Horse, Irish Draught, Irish Sport Pony, Irish Cob Studbook.</td>
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<tr>
<td><strong>1st October 2019</strong></td>
<td>Horse Sport Ireland write to the Minister for Agriculture, Food and the Marine setting out the framework for implementation vis-à-vis the Studbook Recommendation. Response awaited.</td>
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</table>
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
Our Vision

To have the best riders and horses in the world
Strategic Focus Areas

1. Leading the Sector
2. Developing a Sustainable Funding Model
3. Competing on the World Stage
4. Building the 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.

Detailed Action Areas
- 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.
- Protect 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 Ireland maintains a clean image through anti-doping activities.
- 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.
Overall Goal
Vibrant growth of equestrian sport in terms of participation numbers across the 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 Horse Sport sector (jobs, sustainable enterprise, export growth).
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.
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.
- Academy concept.
- Become a leading nation in terms of sales and exports.
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.
Building the 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).
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

Breakthrough Initiatives
■ 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).
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.
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

<table>
<thead>
<tr>
<th></th>
<th>Leading the Sector</th>
<th>Developing a Sustainable Funding Model</th>
<th>Competing on the World Stage</th>
<th>Building the Organisational Capability</th>
<th>Engaging with the Equestrian Community and Stakeholders</th>
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<tr>
<td>1</td>
<td>Unite the sector behind a shared vision for the industry.</td>
<td>Develop a diversified revenue model</td>
<td>Become a Tier 1 status</td>
<td>Build an efficient data hub for the</td>
<td>Develop a refreshed brand consistent with our new</td>
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<td>Support and promote the growth and quality of breeding of Irish horses.</td>
<td>- Government</td>
<td>sport within the Irish High-Performance system.</td>
<td>industry.</td>
<td>direction.</td>
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<td>Grow participation through quality coaching, education, facilities and experiences</td>
<td>- Sponsorship</td>
<td>Develop a world-class</td>
<td>Develop the skillsets of the</td>
<td>Deliver a proactive communications strategy to</td>
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<td></td>
<td>Design and deliver high-quality training and coaching programmes</td>
<td>- Philanthropy</td>
<td>equine centre of excellence.</td>
<td>organisation to support our vision.</td>
<td>promote equestrianism and engage stakeholders.</td>
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<td>2</td>
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<td>- Tax Incentives</td>
<td>Develop a High-Performance</td>
<td>Transform the culture to a more proactive, fast-paced, dynamic fulcrum for the industry.</td>
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<td>programme to deliver</td>
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<td>medals consistently.</td>
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<td>Academy concept.</td>
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<td>Become a leading nation</td>
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<td>in terms of sales and</td>
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<td>exports.</td>
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**Transformation Programme**

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

- Horse Welfare
- Ethical Training
- Excellence
- Collaboration
- Communication
- Accountability
- Transparency
- Courtesy
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 the Organisational Capability**
- Operational efficiency metrics.
- Processing times.

**Engaging with the Equestrian Community and Stakeholders**
- Social media presence.
**R 1 Recommendation / HSI Structure**

<table>
<thead>
<tr>
<th>Section of Report</th>
<th>Recommendation 1 - HSI Structure</th>
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<tbody>
<tr>
<td>Table 6.2 p36 of Report</td>
<td>Structure, Size and Appointment of Board</td>
</tr>
<tr>
<td>1.</td>
<td>Ensure that there is an informed consideration by the new advisory councils of the distinct issues facing the breeding &amp; production, sporting and leisure sectors. They are also designed to ensure a more focused overall corporate board in line with best practice principles.</td>
</tr>
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<td>2.</td>
<td>A simplified structure for HSI should be implemented with a small Board of directors and three consultative advisory councils. The Consultative Advisory Councils should be established covering the breeding and production, sports and leisure areas. Each of the Advisory Councils should elect a Chairman who would also serve on the Main Board of the HSI.</td>
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<td>3.</td>
<td>Directors to the HSI Board should be appointed for a 5 year period. The size of the HSI Board should be reduced from 19 to 9 to comprise of an independent Chair and external Directors.</td>
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<tr>
<td>4.</td>
<td>The Chair to be appointed by the Minister for Agriculture, Food and Marine in consultation with the Minister for Transport Tourism and Sport. Four independent Directors as well as the Chair to be appointed by the Minister for DAFM in consultation with the Minister for Transport Tourism and Sport. The skills of the Chair and the independent Directors to be identified in advance.</td>
</tr>
<tr>
<td>5.</td>
<td>The Chair to be appointed by the Minister for Agriculture, Food and Marine in consultation with the Minister for Transport Tourism and Sport. Some of main Board Members should serve on the Audit and Risk Committee. Board should review the allocation of its time to ensure that sufficient focus is given to each of its core responsibilities.</td>
</tr>
<tr>
<td>6.</td>
<td>The skills for the Chair and the independent Directors to be identified in advance. The Chair and the four independent Directors to be recruited via publicjobs.ie.</td>
</tr>
<tr>
<td>7.</td>
<td>The Minister for Agriculture, Food and the Marine in consultation with the Minister for Transport, Tourism and Sport should also appoint a representative of the Northern Ireland sector. Some minor changes to operation of the Board should be considered.</td>
</tr>
<tr>
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<td>The skills for the Chair and the independent Directors to be identified in advance. The Chair and the four independent Directors to be recruited via publicjobs.ie.</td>
</tr>
<tr>
<td>9.</td>
<td>The Minister should commission an external practice to provide an internal audit function.</td>
</tr>
</tbody>
</table>

**Comments**

Indecon Recommends that HSI should retain responsibility for national breeding policy. We also suggest that the proposed new Board should consider the merits of transferring the ISH and ID studbooks to the IHB which would be treated impartially as an affiliate.

**R 2 Recommendation HSI Governance Evaluation**

<table>
<thead>
<tr>
<th>Section of Report</th>
<th>Recommendation 2 HSI Governance Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>... In Table 6.1 of the Report</td>
<td>Specific skills required by HSI Board should be identified in advance and should be taken into account in appointment of Directors</td>
</tr>
<tr>
<td>7 recommendations on corporate governance are outlined. These are designed to build on existing good practices and to ensure HSI operates to best practice governance... 1</td>
<td>HSI Directors should act in the best interest of the company and not be restricted to presenting the views of any specific stakeholders.</td>
</tr>
<tr>
<td>2</td>
<td>HSI Directors should receive some accreditation in corporate governance.</td>
</tr>
<tr>
<td>3</td>
<td>Some of main Board Members should serve on the Audit and Risk Committee.</td>
</tr>
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</tbody>
</table>
### R 3 Equine Database

<table>
<thead>
<tr>
<th>Section of Report</th>
<th>Recommendation 3 - Equine Database</th>
</tr>
</thead>
</table>
| ...... ‘In Table 6.3 of the Report, the recommendations on the equine regulations, breeding information and performance results database structure in HSI and its affiliates are presented. These are designed to enhance cost effectiveness and to ensure rigorous updated information in the sector’... | 1 A centralised database including up to date information on both horse registration and performance should be established.  
2 A database Task Force Group with an independent Chair and membership of HSI and its affiliates should be formed to develop recommendations within 6 months to facilitate implementation of the centralised database  
3 There should be increased promotion of enhanced databases |

### R4 Supports and Programmes

<table>
<thead>
<tr>
<th>Section of Report</th>
<th>Recommendation 1 - Supports and Programmes</th>
</tr>
</thead>
</table>
| ...... ‘it is also important that supports and programmes implemented by HSI are aligned with the objectives of Reaching New Heights. HSI should also take ownership of this industry strategy and should assume responsibility as the co-ordinating body for the implementation of this strategy’... | 1 Additional resources for HSI are needed if the potential of the sector is to be realised.  
2 Key areas requiring additional funding should be identified by Horse Sport Ireland.  
3 Board of HSI should develop a costed submission to the Government outlining what would be achieved from Exchequer funding and what options exists to develop other non-exchequer fundings sources. |
# Indecon Report – Governance Journey / Progress Analysis

## Governance Principles

### Principle 1: Leading our Organisation

**Agreeing Vision & Organisation Evaluation**
- Strategic Plan
- Memorandum and Articles of Associations to be redrafted (Company Constitution)

**Managing Staff**
- Employment Contracts & Service Provider contracts in place
- Volunteer Policy
- Human Resource function
- Head of Sport to be appointed

### Principle 2: Exercising Control over the organisation

**Legal & Regulatory Requirements**
- Health & Safety Committee set up; Employment/Staff Handbook
- Safeguarding Department - Code of Ethics/Vetting
- Employment Equality Policy

**Financial Controls**
- Realigned Finance, Commercial and HR Committee revised Terms of Reference agreed;
- HSI Financial Policy

**Identifying Risks**
- Risk Register
- Audit and Risk Committee
- Chief Risk Officer
- Risk Management Policy
- Internal Audit Company
- Crisis Management Policy

**Being Transparent and accountable**
- Quarterly meetings with Olympic Discipline Affiliates
- Annual Report published;
- Complaints Procedure & Customer Charter
- High Performance Deb briefs
- High Performance Squad Criteria & Policies;
- Regular Athlete Feedback sought (questionnaires/workshops) Affiliate representatives on standing committees;
- Detailed selection policies/ squad policies published on website
- Governance section on website

### Principle 3: Being Transparent and accountable

**Identifying stakeholders/ effective communication**
- Annual Report published;
- Complaints Procedure & Customer Charter
- High Performance Deb briefs
- High Performance Squad Criteria & Policies;
- Regular Athlete Feedback sought (questionnaires/workshops) Affiliate representatives on standing committees;
- Detailed selection policies/ squad policies published on website

### Principle 4: Working Effectively

**Making sure that our governing body, individual board member, committees, staff and volunteers understand their role, legal duties, and delegated responsibility**
- Board Induction process/pack in place
- Terms of Reference for Standing Committees- full review ongoing Code of Conduct for Committee members in place
- Conflict of Interests/ Conflict of Loyalty policy
- Social Media Policy
- Additional Board meetings -10 meetings scheduled for 2018
- Streamlined agenda - addition of L&G & Risk as standing item Focus on compliance/ financial controls & assurance;
- Board meeting structure changed in line with best practice;
- Minutes generated by Company Secretary/ action items clearly identifiable
- Making sure that there is a suitable board recruitment, development, and retirement process
- Comprehensive Induction programme
- Board skills development programme & corporate governance training (Indecon dependant)

### Principle 5: Behaving with Integrity

**Updated Code of Conduct for Directors**
- Declaration of Conflict at each meeting/recorded in the minutes
- Establish a register of Director Interests to be completed;
- Ethics in Public Office returns completed