



horsescotland
enable develop excel

Enabling and Developing a World Class System for Scottish Equestrianism

Strategic Plan 2013 - 2016

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Contents

1.0	Foreword	Page 3
1.1.	Introduction	Page 3
2.0	Executive Summary	Page 4
2.1.	Introduction	Page 4
2.2.	Our Shared Vision, Outcomes, & Goals	Page 5
2.3.	Our Key Objectives & Outputs 2013 – 2016	Page 6 - 7
2.4.	Our Key Actions for 2013	Page 8 - 10
3.0	Strategic Context	Page 11 - 13
4.0	Our Organisation	Page 14 - 17
5.0	Our Progress	Page 18
5.1.	2008 – 2011 Strategic Plan	Page 18 - 19
5.2.	2012 Interim Operational Plan	Page 20
	Appendix A	Page 24 - 25
	Organisational Landscape	

1.0 FOREWORD

1.1 Introduction

horsescotland is an organisation set to deliver the support that will enable equestrian sport, activity (including equine breeding and welfare) and business to flourish in Scotland. **horsescotland** is committed to delivering services that support its member bodies. It will drive a modernising agenda to help develop all aspects of equestrianism in Scotland.

Against a backdrop of economic austerity and reductions in public sector spending we will need to ensure that we are in the best possible shape to capitalise on limited public investment to deliver an efficient and effective service. As a consequence, I am delighted that **horsescotland**'s new strategic plan 2013 - 2016 provides clarity and a common sense approach to the challenge of developing a world-class equestrian system for Scotland.

Equestrianism has a fantastic opportunity to make a real and lasting difference to the lives of hundreds of thousands, if not millions, of people throughout the UK. To do this, we will need to operate in a spirit of collaboration that sees the equestrian community in the UK unite behind the common goal of improving the quality of the experience in all areas of the equestrian sector for the benefit of all those already involved and those wanting to get involved in the world of equestrianism.

Through close partnership working with its member bodies the British Equestrian Federation (BEF), national agencies, national and local government, industry organisations, the commercial sector, the voluntary sector, higher and further education institutions, community organisations, riding schools and clubs **horsescotland** will help to create a high performing equestrian sector.

As Chair of **horsescotland**, I look forward to working with member bodies and stakeholders to put in place a world-class system for Scottish equestrianism that ensures the welfare of the horse. Scotland has much to offer in the way of equestrian opportunities - from trekking through the beautiful Scottish countryside to the thrill and spectacle of international level competition - making Scotland the "perfect equestrian stage".



Stephen MacGregor
Chair of **horsescotland**

2.0 EXECUTIVE SUMMARY

2.1 Introduction

horsescotland (formerly, the Scottish Equestrian Association) was formed in 1999 as an umbrella group to bring together all the equestrian bodies in Scotland. The objectives of **horsescotland** are to provide vision, leadership and guidance for equestrian interests in Scotland and to provide a focal point for representing equestrian issues both within and outside the equestrian community. The member organisations of **horsescotland** cover the sporting disciplines from showjumping, eventing, dressage and racing to vaulting, carriage driving, endurance riding and Western riding. Also covered are breeding interests through the Scottish Equine Breeders Association, equestrian trade and centre operators, Pony Clubs and Riding Clubs and other charitable, lobbying and educational organisations. In addition, two further membership categories for individuals and clubs have been created to ensure all equestrian interests are catered for.

The equestrian sports and industry are estimated to be worth £228 million to the Scottish economy and £3.8bn to the United Kingdom, excluding betting revenue (Source: BHIC 2009). The rural community in Scotland is dependent on equestrian sports and industry for employment, diversification, as well as helping to provide the infrastructure for a healthy, active and social community.

The diversity and extent of equestrian sports and industry within Scotland and their input to the rural economy is substantial. The success of Blair Castle International Horse Trials winning the bid in 2012 to stage the Senior European Eventing Championships in 2015 is testament to the quality of facilities, infrastructure, volunteer and officials within Scotland.

This is **horsescotland's** fourth strategic plan. It presents a review of our achievements against the third plan from 2008 to 2011 and the interim plan for 2012. It sets out our objectives and work programmes for the period from 2013 to 2016. The strategic plan 2013 - 2016 has been developed with the **horsescotland** member bodies and approved by its board of directors.

horsescotland's strength lies in the diversity of interests within its 24 member bodies and their active involvement across the length and breadth of Scotland. Equestrianism is available to all members of society, and takes advantage of Scottish culture, ways of life and outdoor pursuits creating the 'perfect stage' for those who want *to excel in what they do best*.

The board of directors wish to express its grateful appreciation to **horsescotland** members for their support, to the volunteers and staff for their efforts and contribution over the years, to the British Equestrian Federation for its practical assistance and advice and to **sportscotland** for its financial investment and expert guidance to date.

2.2 Our Shared Vision, Outcomes & Goals

This strategic plan outlines the key outcomes and strategies that will set the direction of travel for **horsescotland** in the period 2013 to 2016. **horsescotland** is now well established as the umbrella organisation for co-ordinating equestrianism in Scotland. The vision that we share with our members is:

To *enable* those in our sport and sector,
by supporting their *development*,
to *excel* in what they do best...

To deliver our shared vision **horsescotland**, as the independent national organisation for all equestrian activity in Scotland, will provide the necessary strategic, policy and financial support to its member bodies.

The **key outcomes** for Scottish equestrianism are to:

1. Increase the overall levels of participation in equestrian activity in Scotland
2. Enable Scottish riders, drivers, vaulters and equines to excel on the world stage
3. Support **horsescotland** member bodies to flourish by working collaboratively

The **strategic goals for horsescotland** are as follows:

- **Member Body Development:** Increase the level of resources, investment and support to **horsescotland** member bodies
- **Pathway Development:** Develop the Player and Equine pathways to deliver more Scottish success
Develop and deliver a highly skilled Scottish coaching and volunteering workforce
- **Communications & Events:** Raise the profile and recognition of the Scottish equestrian sector
- **Governance & Management:** Strengthen our strategic, operational and financial capabilities

2.3 Our Key Objectives & Outputs 2013 - 2016

The table below sets out the key objectives and outputs for the period 2013 – 2016 relating to **horsescotland**'s strategic goals. The key actions that we will undertake in 2013 towards achieving these are outlined in the following section.

Table 1

horsescotland Strategic Goal	Key Objective for 2013 – 2016	Key Output for 2016
<p>Member Body Development</p> <ul style="list-style-type: none"> Increase the level of resources, investment and support to horsescotland member bodies 	<ul style="list-style-type: none"> Support increased participation in equestrian activity throughout Scotland in conjunction with horsescotland member bodies Assist in creating a strong and diverse range of high quality facilities and resources available for use by member bodies Enable skilled member body volunteer workforce 	<ul style="list-style-type: none"> Increase the number of accredited clubs from 17 to 25 Increase the levels of funding from Lottery and other sources into the sector by 10% from £665,000 to £730,000 Increase the number of Modern Apprenticeships gaining an SVQ qualification with member bodies from 13 to 50 Increased support to Scottish equine breeders Increase horsescotland member organisations from 41 to 50
<p>Pathway Development</p> <ul style="list-style-type: none"> Develop the player and equine pathways to deliver more Scottish success ¹ Develop and deliver a highly skilled Scottish coaching and volunteering workforce 	<ul style="list-style-type: none"> Development of the rider, driver, and vaulter pathway Assist in the delivery of the equine pathway Raise the quality of the coaching and volunteering workforce Broaden the major equestrian events programme in Scotland by enhancing member body involvement 	<ul style="list-style-type: none"> Mobilise 50% of UKCC accredited coaches All 500 clubs at grass-roots level to have access to quality coaching e.g. UKCC Level 2 coaches and above Embed coaches register Co-ordinated team in place to focus on pathway development for Olympic disciplines Co-ordinated team in place to focus on pathway development for non-Olympic disciplines Identified member bodies of horsescotland to work within the BEF player and equine pathway All high performance riders, drivers and vaulters to have access to elite coaching, funding and other support services, e.g. sports science and sports medicine

¹ The term 'player and equine pathways' in this document refers to the creation of a pathway for rider, vaulter, driver and equine at each stage of their development from grassroots through to the international stage ensuring that the **right coach** is in the **right place** at the **right time** with the **right horse**.

horsescotland Strategic Goal	Key Objective for 2013 – 2016	Key Output for 2016
		<ul style="list-style-type: none"> ○ More Scottish Horses and Ponies on the BEF LTED (Long Term Equine Development) programme ○ Support the continuation of the national equine database and the promotion of Scottish bred horses ○ Establish a highly trained volunteering workforce to support member body activity ○ Assist member bodies to stage two coach and volunteer conferences ○ Increase the number of trained member body volunteers from 100 to 200 to include Officials and Judges ○ Support member body competitions at major equestrian events ○ Maintain the number of international equestrian events staged in Scotland
<p>Communications and Events</p> <ul style="list-style-type: none"> • Raise the profile and recognition of the Scottish equestrian sector 	<ul style="list-style-type: none"> ○ Increase the level of understanding of horsescotland's role with stakeholders including member bodies, the general public and national agencies ○ Increase the profile of the Scottish equestrian sector 	<ul style="list-style-type: none"> ○ Annual Report circulated amongst key stakeholders ○ Increase the traffic to horsescotland website and social media platforms by 50%, from 20,361 visits (9/11-9/12) to 33,540 ○ Establish a more productive working relationship with identified national stakeholders and the Scottish government ○ Increase media coverage of equestrian events highlighting Scottish success on the world stage
<p>Governance & Management</p> <ul style="list-style-type: none"> ○ Strengthen our strategic, operational and financial capabilities 	<ul style="list-style-type: none"> ○ Ensure continuing financial and operational sustainability and accountability 	<ul style="list-style-type: none"> ○ Maintain "Reasonable Assurance" status through sportscotland governance audit ○ Ensure 'best practice' policies and procedures ○ Equality Standard – maintain preliminary level ○ Embed organisational performance measurement system ○ Appropriate staffing structure and resources in place to deliver the strategic plan 2013 – 2016 ○ Enhanced working relationship in place with BEF to support the delivery of identified programmes ○ Required policies and procedures in place (e.g. finance, anti-doping and child protection) ○ Increase commercial and sponsorship revenue by 100%

2.4 Our Key Actions for 2013

Our key actions for 2013 are outlined in table 2 below.

Table 2

horsescotland Strategic Goal/Key Objective	Key Action for 2013	Output by 2016	Responsibility
Member Body Development			
<ul style="list-style-type: none"> Support increased participation in equestrian activity throughout Scotland in conjunction with horsescotland Member Bodies 	<ul style="list-style-type: none"> Increase the number of accredited clubs from 17 to 19 Increase support services by way of pathway development coordinator Increase number of member organisations by 25% 	<ul style="list-style-type: none"> Increase the number of accredited clubs from 17 to 25 Increased support to Scottish Equine Breeders Association Increase horsescotland member organisations from 41 to 50 	Board and staff team
<ul style="list-style-type: none"> A strong and diverse range of high quality facilities and resources available for use by member bodies 	<ul style="list-style-type: none"> Increase the levels of funding from Lottery and other sources into the sector by 2.5% to £182,500 	<ul style="list-style-type: none"> Increase the levels of funding from Lottery and other sources into the sector by 10% from £665,000 to £730,000 	Board and staff team
<ul style="list-style-type: none"> A skilled member body volunteer workforce 	<ul style="list-style-type: none"> Increase the number of Modern Apprenticeships gaining an SVQ qualification with members from 13 to 22 	<ul style="list-style-type: none"> Increase the number of Modern Apprenticeships gaining an SVQ qualification with members from 13 to 50 	Board and staff team
Pathway Development			
<ul style="list-style-type: none"> Development of the Rider, Driver, and Vaulting Pathway 	<ul style="list-style-type: none"> Identify team to focus on Pathway Development for Olympic Disciplines Identify team to focus on Pathway Development for Non-Olympic Disciplines Support Services programme established 	<ul style="list-style-type: none"> Co-ordinated team in place to focus on Pathway Development for Olympic Disciplines Co-ordinated team in place to focus on Pathway Development for Non-Olympic Disciplines All high performance riders, drivers and vaulters to have access to elite coaching, funding and other support services, e.g. sports science, sports medicine 	Board and Pathway Development Coordinator

<ul style="list-style-type: none"> Development of equine pathway 	<ul style="list-style-type: none"> Establish development programme for FEI disciplines in line with BEF player and equine pathway Identify and record the number of Scottish equines eligible for the pathway 	<ul style="list-style-type: none"> Identified member bodies of horsescotland to work within the BEF player and equine pathway More Scottish horses and ponies on the BEF LTED programme Support the continuation of an equine database and the promotion of Scottish bred horses 	Board and Pathway Development Coordinator
<ul style="list-style-type: none"> Training of the coaching and volunteering workforce 	<ul style="list-style-type: none"> Mobilise 10% of UKCC accredited coaches Establish coaches register 25% of clubs to have access to UKCC Level 2 coaches and above Needs analysis of volunteering workforce carried out Support member bodies to research and plan for conference to be held in 2014 Increase the number of trained Member Body volunteers by 25% 	<ul style="list-style-type: none"> Mobilise 50% of UKCC accredited coaches All 500 clubs at grass-roots level to have access to quality coaching e.g. UKCC Level 2 coaches and above A highly trained volunteering workforce to be established Assist member bodies to stage two coach and volunteer Conferences Increase the number of trained member body volunteers from 100 to 200 to include Officials and Judges 	Board and Pathway Development Coordinator
<ul style="list-style-type: none"> To broaden the major equestrian events programme in Scotland by enhancing member body involvement 	<ul style="list-style-type: none"> Establish Scottish FEI disciplines forum Establish baseline data on the number of member body competitions at major equestrian events Work with identified member bodies to maintain events programme 	<ul style="list-style-type: none"> Increase the number of member body competitions at major equestrian events Maintain the number of international events staged in Scotland 	Board and Pathway Development Coordinator
Communications & Events			
<ul style="list-style-type: none"> Increase the level of understanding of horsescotland's role with 	<ul style="list-style-type: none"> Produce annual report and circulate amongst key stakeholders 	<ul style="list-style-type: none"> Annual report circulated amongst key stakeholders Increase the traffic to 	Board and Communications & Events Officer

stakeholders including member bodies, the general public and national agencies	<ul style="list-style-type: none"> ○ Increase traffic to horsescotland website by 10%, from 20,361 visits (9/11-9/12 to 22,397 ○ Establish a stakeholder engagement programme 	<p>horsescotland website and social media platforms by 50%, from 20,361 visits (9/11-9/12) to 33,540</p> <ul style="list-style-type: none"> ○ Establish a more productive working relationship with identified national agencies and the Scottish government 	
<ul style="list-style-type: none"> ○ Increase the profile of the Scottish equestrian sector 	<ul style="list-style-type: none"> ○ Increase level of editorial and promotional activity within identified publications 	<ul style="list-style-type: none"> ○ Increase media coverage of equestrian events highlighting Scottish success on the world stage 	
Governance & Management			
<ul style="list-style-type: none"> ○ Ensure continuing financial and operational sustainability and accountability 	<ul style="list-style-type: none"> ○ Complete sportscotland Governance Audit ○ Update identified policies and procedures ○ Equality standard – complete preliminary level review ○ Develop organisational performance measurement system ○ Enhance staffing and programme resource ○ Secure 25% increase in commercial and sponsorship revenue 	<ul style="list-style-type: none"> ○ Maintain “Reasonable Assurance” status through sportscotland governance audit ○ ‘Best practice’ policies and procedures in place (e.g. finance, anti-doping and child protection) ○ Equality standard – maintain preliminary level ○ Embed organisational performance measurement system ○ Appropriate staffing structure and resources in place to deliver the strategic plan 2013 – 2016 ○ Increase commercial and sponsorship revenue by 100% 	Board and Chief Officer

3.0 STRATEGIC CONTEXT

3.1 The Scale of Scottish Equestrian Sport and Industry

Scottish equestrian sport and sector activity comprises a large number of recognised disciplines, competitive sports and recreational activities with associated ancillary activity and business / trade. In addition, to general recreational riding and horsemanship, associated horse breeding, care and welfare aspects, the following equestrian disciplines can be enjoyed recreationally or as competitive disciplines. This is not an exhaustive list.

- Eventing
- Dressage (including Para-Equestrian Dressage for disabled riders)
- Show Jumping
- Carriage-Driving
- Endurance
- Reining and Western Riding
- Mounted Games
- Harness Racing
- Jump-Cross
- Trekking
- Vaulting
- Scottish Racing

3.2 The Riding Population

Riding is known traditionally as a rural activity, contributing to relatively low black and ethnic participation rates. However, 47% of frequent riders now come from urban homes (Source: BETA National Equestrian Survey 2011), and urban riding establishments do exist. The sport can suffer from an elitist tag arising from public awareness of certain high-profile events and riders, which largely masks the true nature of the participant base. Today, 32% of riders are from socio-economic group C1 (an increase on the level from 2005) and 32% are from C2DE (Source: BETA National Equestrian Survey 2011).

3.3 The Equine Population

There are over 100,000 horses in Scotland.

3.4 Riding Frequency

Recent research shows that there are around 100,000 regular riders, drivers and vaulters in Scotland. (Source: 2011 BETA National Equestrian Survey) but this is complimented by up to an estimated further 110,000 occasional (less often than once a month) riders. The average non horse-owning rider rides on 33 days per annum; horse-owning riders average 184 days, making a total of 42.3 million riding occasions per annum. Non-owners account for 42% of this total. 98% of riders take part all year round (up from 61% in 1995) 25% of riders are under 16 years of age with the largest group of riders (32%) now aged between 25 – 44 years. (Source: BETA National Equestrian Survey 2011).

The overall total of riders has dropped since BETA's last survey in 2005 although the ten-year pattern shows continuing interest and growth in equestrian activity. The recession of the last four years has had a clear impact on the level and frequency of participation in equestrian sport. The main reason given for giving up riding directly reflects the economic conditions in that it is "expensive/riders can no longer afford the cost of participation". This has increased dramatically in relevance since 2005/06. Other factors that contributed more in 2010/11 than in 2005/6 include losing access to a horse and the fact that people generally have less time to commit to riding and the associated activities connected to owning and caring for horses. The proportion given up riding due to losing access to a horse has increased by nearly 50%. Also significant is the number of ex-riders (40%) who were interested in riding again. This number is significantly higher than in 2005/6 and gives a picture of continued interest even though current participation has ceased. We might expect participation to grow in line with improved economic conditions and generally greater affordability.

3.5 Coaching, Teaching and Instruction

There are around 40,000 people engaged (qualified or unqualified) in some way in the training, teaching and instruction of riders, drivers and vaulters (General Household Survey 2003). In terms of defining the coaching market more specifically, if we use the BETA survey data and also estimate that: 0.6 million of the 2.1 million frequent riders do not want coaching, and coaching occurs on 30% of rider sessions then the total market for coaching sessions = 46 million coaching sessions per annum. The UK Coaching Certificate has made a significant contribution to the development of coaching within Scottish equestrianism.

3.6 Equestrian Employment and Economy

The following figures related to the United Kingdom as a whole. Direct employment in the industry is estimated at 39,100, 81% of which are full-time (BETA Survey) – a rapid growth of 56% since 1999. The DEFRA/BHIC/Henley Centre '*Joint Research on the Horse Industry in Britain*' (2003/4) estimated direct employment at 50,000 and indirect employment of between 150,000-250,000. The economic value of the Horse Sector (consumer and professional) is estimated at £3.8bn pa (BETA 2011) (not including the horse racing industry), of which around £509M is spent on various forms of coaching, teaching and instruction. If we therefore apply a pro rata 9% to reflect the Scottish population, we can conclude that between 3,000 and 4,500 people are employed full-time within the equestrian Industry in Scotland, with a further 18,000 employed indirectly providing an annual economic value of the equestrian Industry in Scotland of circa £228M.

3.7 Profile, Events and Spectator Appeal

Equestrianism is an exciting, demanding and challenging sport with a history of strong medal winning success for able-bodied and non able-bodied people alike. The range of equestrian sports lends itself to spectator participation in an outdoor environment. It is supported by thousands of volunteers and officials and is a sport worthy of national and international sponsorship.

4.0 OUR ORGANISATION

4.1 Core Functions

4.1.1 Governance and Management

This area covers how **horsescotland** governs and manages itself as an organisation. The key document guiding this activity is the **horsescotland** Memorandum and Articles of Association and the relationships between the board of directors and the members of **horsescotland**. The major priority for **horsescotland** is to continue to strengthen the management, operation and administration of **horsescotland** - ensuring an effective team to deliver on the plan.

The role of the board of **horsescotland** is to set the policy and strategic direction for the organisation. It is important that the relevant policies are in place and updated on an on-going basis. Keeping the channels of communication open and ensuring that the right people are involved in decision-making at the appropriate levels is an obvious challenge for any organisation and particularly so in **horsescotland's** case with the diverse range and number of organisations involved.

4.1.2 Pathway Development

horsescotland is directly responsible for the management and delivery of certain training and development programmes and services. A key function of the Board and staff will be to ensure that the appropriate policies, guidelines, plans, management, reporting and monitoring systems are in place to ensure that **horsescotland** meets its obligations to members, investment agencies and sponsors.

Programmes and services will be delivered either directly by **horsescotland** or in partnership with identified member bodies and key agencies. As the range of programmes and services provided by **horsescotland** increases it will place greater pressure on the executive team to ensure that these services are professionally managed and co-ordinated. **horsescotland** will work closely with **sportscotland** to deliver services that are geared towards increasing participation and improving performance in equestrian activities by developing and supporting volunteers, training coaches and instructors and raising the standards of participants at all levels. **horsescotland** will work with the British Equestrian Federation (BEF), **sportscotland** and UK Sport in developing its high performance programme focused on winning medals at international level.

4.1.3 Member Body Development

horsescotland provides member body support through its investment activity, programmes and policies. The key role of **horsescotland** in this area is to ensure that appropriate mechanisms are in place to invest in member organisations and ensure accountability and transparency. **horsescotland** will ensure that there is an easy to manage and effective system to allow members to report on their activities and for information to be distributed and accessed in a timely, simple and clear manner. **horsescotland** will work in partnership with member bodies to deliver the shared outcome of increasing participation, developing quality facilities and a highly skilled volunteer workforce.

4.1.4. Communications and Events

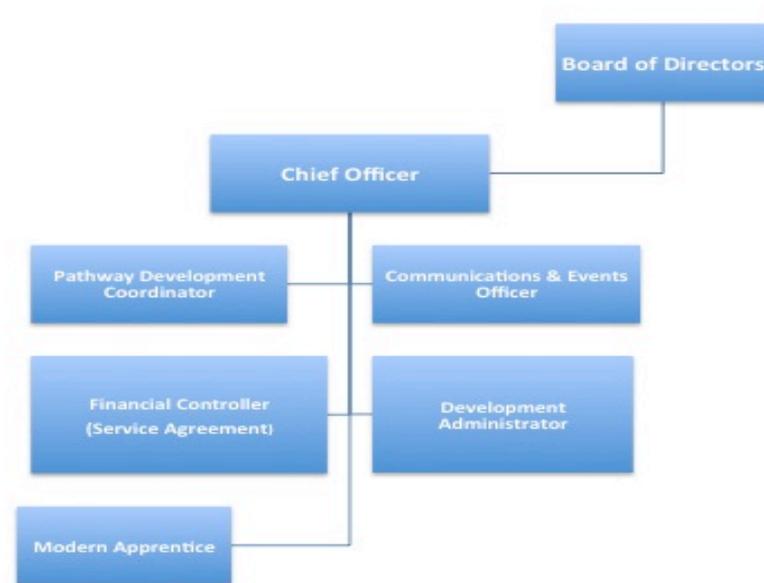
horsescotland as the umbrella organisation for equestrianism in Scotland has a key part to play in raising the profile and promoting greater awareness and understanding of the Scottish equestrian sector. Increasing the level of understanding of **horsescotland**'s role and influencing stakeholders to support the sector's interests is vital for the growth and recognition of our member bodies. Consequently, it is important that clear mechanisms are in place outlining how key communications and events will be promoted and where responsibility and accountability lies across the diversity of equestrian sports, activities and industry.

4.2 Our Members

The members of **horsescotland** are:

Full Members (FEI)	Full Members	Associate Members	Club Members
British Show Jumping British Eventing British Dressage Scottish Equestrian Vaulting Scottish Endurance Riding Club British Horse Driving Trials	Trekking & Riding Society of Scotland Oatridge College (representing the Scottish Land Based Colleges) Scottish Harness Racing Club Mounted Games Association (GB) Scottish Equine Breeders Association British Show Pony Society The Pony Club in Scotland The Riding Clubs in Scotland Riding for the Disabled Association Association of British Riding Schools World Horse Welfare	British Equestrian Trade Association Scottish Countryside Alliance Scottish Racing British Grooms Association Western Riding Scotland (FEI) UK Polocrosse Association Association of Chartered Physiotherapists Animal Therapy	Barstobrick Indoor Recreation Club Balcormo Club Easterton Activities Club Strathclyde Dressage Group Hooves and Paws Equi-Buddy Gairloch Pony Club Greenfields Equiworld Club Ltd Easterton Stables RGU Horse Riding Club Kingsbarn Equestrian Centre Lochside Arena Edinburgh University Equestrian Club West Kype Riders Club Lochore Meadows Equine Team Sports Driving Unlimited horsescotland Individual Membership Complimentary

4.3 Governance and Management Structure ²



² The governance and management structure consists of the following: a board of directors – elected by the membership of **horsescotland** and comprising a Chair and a Financial Director (Office Bearers) and a minimum of five and maximum of 10 non-executive directors; a President (honorary role, non- Board member) appointed by the Board; and the identified staff complement detailed above.

5.0 OUR PROGRESS SINCE 2008

5.1 Progress against the 2008 – 2011 Strategic Plan

Our Strategic Plan for 2008 – 2011 identified five key goals:

- | | |
|---|---|
| 1. Governance and Management: | Creating a strong, well-organised and financially viable organisation |
| 2. External Policy and Partnerships: | Co-ordinating equestrian policies and partnerships |
| 3. Equestrian Sport Training and Development: | Increasing the membership and strength of our organisations |
| 4. Equestrian Sport Training and Development: | Developing equestrian sport to highest standards and increasing participation at all levels |
| 5. Breeding: | Breeding better Scottish horses |

A summary of the most significant achievements is outlined below.

5.1.1 Creating a strong, well-organised and financially viable horsescotland

- Three affiliate members upgraded to full membership
- New categories for individual and club membership will strengthen the organisation
- 'Reasonable' fit for purpose audit status gained
- Sound financial procedures in place
- One full-time, two part-time staff employed together with service level agreement with a financial controller
- Regularly updated website
- Regular editorial in a national magazine

5.1.2 Co-ordinating equestrian policies and partnerships

- horsescotland represented on British Horse Industry Confederation
- horsescotland recognised as the voice of equestrianism in Scotland and regularly consulted by key stakeholders
- Increased profile achieved within the Scottish government

5.1.3 Increasing the membership and strength of our organisations

- 72 training programmes delivered across Scotland
- UK Coaching Certificate: Level 1 – 304, Level 2 - 222 and Level 3 - 14 coaches engaged across Scotland
- Long-term athlete and player development programme adopted and implemented nationally
- Equity officer, Health & safety adviser, WADA (World Anti Doping Association) officer and child protection procedures in place
- Equity preliminary level achieved

5.1.3 Developing equestrian sport to highest standards and increasing participation at all levels

- 51 accredited competition coaches in place, together with 7 NCTC tutors and 22 UKCC coach educators
- Scottish riders, drivers and vaulters representing the UK in numerous national and international competitions and championships
- 3 Scottish riders on the World Class Programme
- Scottish National Equestrian Centre established
- European Young Riders Eventing Championships held 2011

5.1.5 Breeding better Scottish horses

- Numerous wins at UK championships by Scottish-bred horses
- Growth in membership of Scottish Equine Breeders Association

5.2 Progress against the 2012 Interim Operational Plan

5.2.1 Key Achievements

Member Body Development

- Member body support: 8 member body projects awarded
- Member body engagement: Member body engagement programme to develop new strategic plan 2013 – 2016 completed
- Modern Apprenticeship: 13 **horsescotland** Modern Apprenticeships in place
- Facility development: Construction of Lochside Arena – Stornoway, Isle of Lewis

Pathway Development

- Scott Brash: **horsescotland** Performance Squad – 2012 Olympic Team Gold Medal – Showjumping
- Joanne Eccles: Scottish Equestrian Vaulting - Double FEI World Champion (Kentucky 2010 and France 2012)
- Joanne and Hannah Eccles: Scottish Equestrian Vaulting - World FEI Team Silver (France 2012)
- Coach development: 18 assistant coaches at UK Coaching Certificate Level 1 and 9 coaches at Level 2 certificated

Communications & Events

- BRAVE: Development of Member Body Landing Page in association with Visit Scotland and Disney Pixar
- Social media: **horsescotland** facebook page established
- Blair Castle: Winning bid to stage 2015 Senior European Eventing Championships

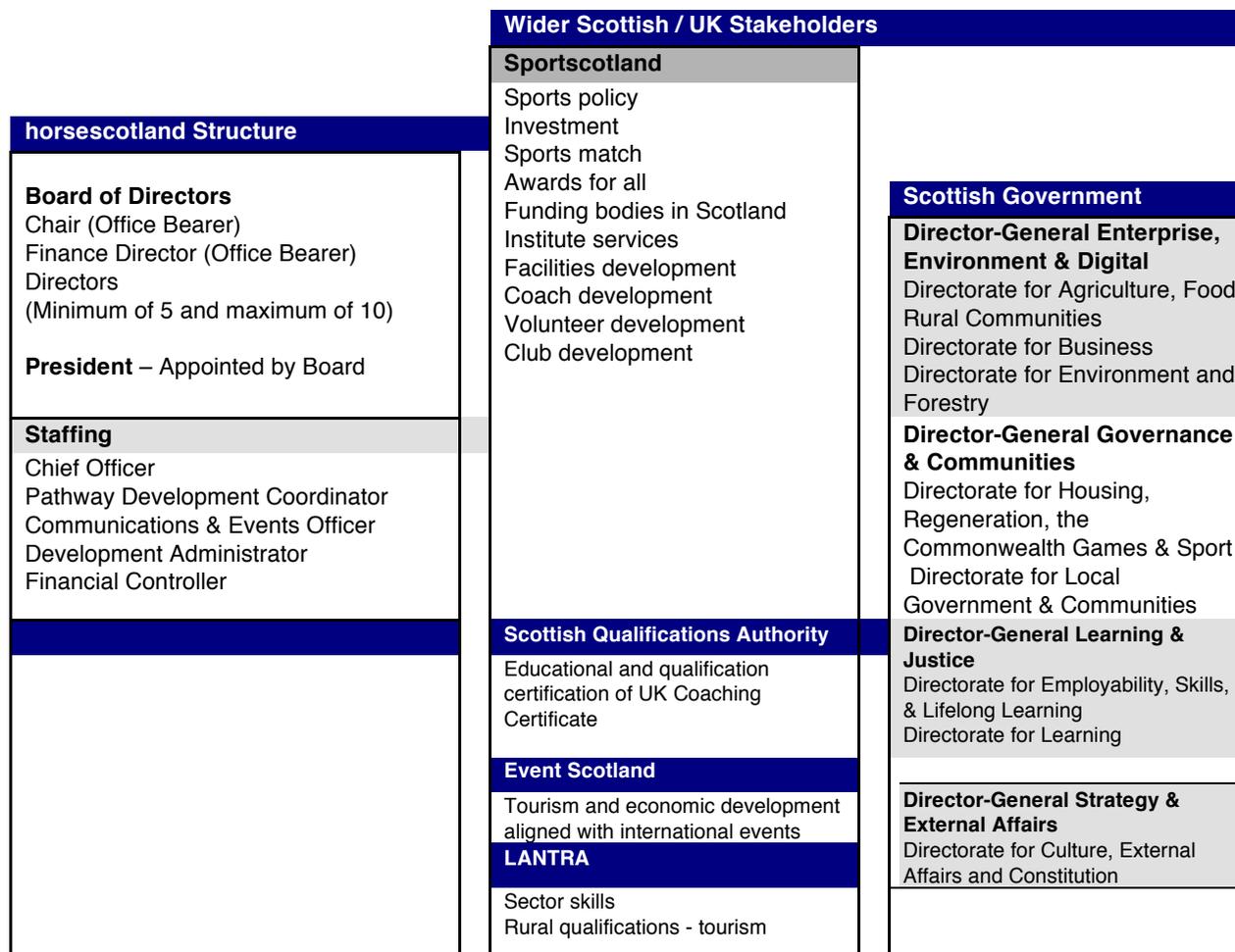
Governance & Development

- HR Audit: HR Audit completed
- Communications strategy: Development of **horsescotland** communications strategy
- Membership system: Revised membership system in place
- Modern Apprentice: Modern Apprentice appointed

Organisational Landscape

Appendix A

The following diagram illustrates how **horsescotland** connects and contributes to the wider Scottish governmental, economic, social, sporting and leisure contexts. NB: Not all elements of the **horsescotland** structure and contribution are yet in place, therefore the overall map is aspirational in nature.



Members
24 Member Organisations 17 Clubs

	Central Registered Body for Scotland	
	Protection of vulnerable groups	
	Scottish Sports Association	
	Umbrella body Outdoor activities group	
	COSLA	
	Local Authority (LA) Licensing Departments LA leisure and recreation Skills active sports partnerships	
	Children First	
	Lead body advisory group	
	Sports Coach UK	
	UK Coaching Framework	
	Wider Scottish / UK Stakeholders	
	British Horse Industry Confederation (BHIC)	British Equestrian Federation (BEF)
		UK Policies World Class Programmes
		Coaching Development Action Team
		Coach Development
	Equestrian Media	
		Welfare Access Transport
	Equestrian publications	
	Equestrian Federation of Ireland	
	Irish coordinating body	
	National Coaching and Training Centre of Ireland	BEVA
		Equine departments of Glasgow and Edinburgh Universities
	Coach development	

