



horsescotland  
enable develop excel

# Operational Plan

## 2014 - 2015

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## 1.0 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

## 2.0 Operational Plan 2014 - 2015

Our Strategic Vision and Goals set out in the Strategic Plan 2013 - 2016 will act as the reference point for the Operational Plan 2014 - 2015. The Operational Plan 2014 - 2015 outlines the key priorities for the organisation, the priority actions and the resource input required to ensure that effective delivery takes place on the front-line by our member bodies. **horsescotland** will support the delivery of identified Scottish Government outcomes in line with the strategic objectives of our key partners **sportscotland** and the British Equestrian Federation.

The priority actions for 2014 - 2015 will be to continue to put in place the necessary professional infrastructure, structures and systems to generate and record critical benchmark data that clearly demonstrates equestrianism's contribution to the Scottish Government's key strategic objectives of a wealthier and fairer, smarter, safer and stronger, greener and healthier Scotland. In so doing, **horsescotland** will be better equipped to more effectively increase participation and improve performance in line with the key aims of **sportscotland** and maintain its vital partnerships and relationships with the principal goal of enhancing member body performance.

The plan has been developed in line with previous financial commitments from **sportscotland**. Following **sportscotland**'s investment decision on the **horsescotland** Strategic Plan 2013 - 2016, the Operational Plan 2014 - 2015 has been adjusted to reflect a 15-month investment period. This extended invest period will support the re-alignment of **horsescotland**'s financial year end from 1 January to 31 December to that of 1 April to 31 March in line with the with strategic investment from **sportscotland** to focus sporting governing bodies planning and reporting framework on the four-year Olympic cycle.

### 3.0 Our Key Actions for 2014 - 2015

Our key actions for 2014-15 are outlined in table 2 below.

*\*Please note those highlighted in yellow are specifically being monitored through sportscotland investment.*

**Table 2**

horsescotland Strategic Goal/Key Objective	Key Action for 2014 – 2015	How	Key Output by 2014 - 2015	Responsibility	RAG rating
<b>Member Body Development</b>					
<ul style="list-style-type: none"> <li>Support increased participation in equestrian activity throughout Scotland in conjunction with horsescotland Member Bodies</li> </ul>	<ul style="list-style-type: none"> <li>Two new accredited clubs appointed</li> <li>Increase support services by way of pathway development coordinator</li> <li>Increase number of member organisations by three</li> <li>Through increase of member organisations a subsequent increase in participation</li> </ul>	<ul style="list-style-type: none"> <li>Promote and engage with equestrian community through website and events</li> <li>Provide greater programme of opportunity to the volunteer workforce</li> <li>Advertise and engage with equestrian community</li> <li>Identified through member number returns</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of accredited clubs from 16 to 18</li> <li>Increased coaching and volunteer support to identified MBs</li> <li>Increase horsescotland member organisations from 40 to 43</li> <li>Increase from 24722 to 25957 (5%)</li> </ul>	<b>Board and Staff Team</b>	
<ul style="list-style-type: none"> <li>A skilled member body volunteer workforce</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Modern Apprenticeships gaining an SVQ qualification with members from 13 to 22</li> <li>Officials &amp; Judges Training</li> </ul>	<ul style="list-style-type: none"> <li>Promote and engage with equestrian community through website and events</li> <li>Education &amp; Development Officer via volunteering project resources to confirm with ODs training numbers</li> </ul>	<ul style="list-style-type: none"> <li>Nine Modern Apprenticeships gaining an SVQ qualification</li> <li>British Eventing identified three FEI Stewards to be trained.</li> <li>British Show-jumping identified 10 Judges to be trained.</li> </ul>	<b>Board and Education &amp; Development Officer</b> (with support from Membership & Communications Officer)	

<ul style="list-style-type: none"> <li>○ A strong and diverse range of high quality facilities and resources available for use by member bodies</li> </ul>	<ul style="list-style-type: none"> <li>○ Increase the levels of funding from Lottery and other sources into the sector by 2.5% from £231.967 to £237,767</li> </ul>	<ul style="list-style-type: none"> <li>○ Advise and support members in the production and submission of lottery applications</li> </ul>	<ul style="list-style-type: none"> <li>○ The levels of funding from Lottery and other sources into the sector increased by 2.5% from £231.967 to £237,767</li> </ul>	<b>Board and Staff Team</b>	
<b>Pathway Development</b>					
<ul style="list-style-type: none"> <li>○ Development of the Rider, Driver, and Vaulting Pathway</li> </ul>	<ul style="list-style-type: none"> <li>○ Identify team to focus on Pathway Development for Olympic Disciplines</li> <li>○ Identify team to focus on Pathway Development for non-Olympic Disciplines</li> <li>○ Support Services programme (e.g. sports science, sports medicine) established</li> <li>○ Individuals supported through horsescotland performance squad</li> <li>○ Support riders progress from horsescotland programmes to BEF World Class Programmes</li> </ul>	<ul style="list-style-type: none"> <li>○ Liaise with existing OD Development Officers to formalise team</li> <li>○ Liaise with remaining FEI disciplines to formalise team</li> <li>○ Carry out individualised needs analysis assessment</li> <li>○ Riders assessed through talent days</li> <li>○ Riders supported through performance squad onto pathway at BEF</li> </ul>	<ul style="list-style-type: none"> <li>○ Established team to focus on Pathway Development for Olympic Disciplines</li> <li>○ Established team to focus on Pathway Development for Non-Olympic Disciplines</li> <li>○ Support services in place for horsescotland performance rider squad (Olympic Disciplines)</li> <li>○ 12 riders on horsescotland performance programme</li> <li>○ 3 Scots on BEF World Class Programmes</li> </ul>	<b>Board (Performance Director to Lead with support from Education &amp; Development Officer)</b>	
<ul style="list-style-type: none"> <li>○ Development of equine pathway</li> </ul>	<ul style="list-style-type: none"> <li>○ Establish development programme for FEI disciplines in line with BEF player and equine pathway</li> <li>○ Identify and record the number of Scottish equines eligible for the pathway</li> </ul>	<ul style="list-style-type: none"> <li>○ Provide additional financial support to identified equines in the area of Veterinary, Saddlery, Farrier and Gait Analysis</li> <li>○ Liaise with the BEF to establish the position</li> </ul>	<ul style="list-style-type: none"> <li>○ Provide equine specific support to identified equine(s) involved in the Performance Rider Squad</li> <li>○ Confirm the number of Scottish horses and ponies on the LTED programme</li> </ul>	<b>Board (Performance Director to Lead with support from Education &amp; Development Officer)</b>	

<ul style="list-style-type: none"> <li>Development of equine pathway cont.</li> </ul>	<ul style="list-style-type: none"> <li>Support the continuation of an equine database and the promotion of Scottish bred horses</li> </ul>	<ul style="list-style-type: none"> <li>Formalise a team to take this piece of work on</li> </ul>	<ul style="list-style-type: none"> <li>Production of an equine database for Scottish bred horses</li> </ul>		
<ul style="list-style-type: none"> <li>Training of the coaching and volunteering workforce</li> </ul>	<ul style="list-style-type: none"> <li>Establish coaches register</li> <li>Mobilise 20% of UKCC accredited coaches</li> <li>50% of clubs to have access to UKCC Level 2 coaches and above</li> <li>Run a series of workshops as CPD and bridging days for UKCC coaches and coach educators</li> <li>Support coaches through UKCC Levels 1, 2 &amp; 3.</li> <li>Needs analysis of coaching and volunteering workforce carried out</li> </ul>	<ul style="list-style-type: none"> <li>Put in place adequate IT systems</li> <li>Liaise with MBs to have UKCC accredited coaches active in clubs increasing from 10% to 20%</li> <li>Inform clubs of the number of coaches in their area and increase from 25% to 50%</li> <li>Promotion and delivery of the events</li> <li>Offer of support, training and funding for coaches seeking to become qualified</li> <li>Conduct an open coaching and volunteer training and development survey.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches Register established and listed on <b>horsescotland</b> website</li> <li>Report detailing the number and location of UKCC accredited coaches produced</li> <li>250 MB clubs at grass-roots level to have access to quality coaching e.g. UKCC Level 2 coaches and above</li> <li>Run a series of four UKCC transition workshop days for up to 24 Level one coaches preparing for the Level two qualification and up to 24 Level 2 coaches preparing for Level 3. Run an up-skilling day for coach educators; a day for assessor and a day for verifiers.</li> <li>Increase UK Coaching certificate Level one from 473 to 523, Level two from 231 to 271, Level Three from 29 to 39</li> <li>Report detailing the findings of the coach and volunteer needs analysis produced</li> </ul>	<p><b>Board and Education &amp; Development Officer</b> (with support from Membership &amp; Communications Officer)</p>	

<ul style="list-style-type: none"> <li>○ Training of the coaching and volunteering workforce cont.</li> </ul>	<ul style="list-style-type: none"> <li>○ Support member bodies to research and plan for conference to be held in 2014</li> <li>○ Increase the number of trained Member Body volunteers by 50%</li> </ul>	<ul style="list-style-type: none"> <li>○ Promotion and delivery of the event</li> <li>○ Stage 2 volunteer development days in conjunction with MBs</li> </ul>	<ul style="list-style-type: none"> <li>○ Stage Coach and Volunteer conference in 2014 for 100 delegates (to include Annual Awards Dinner)</li> <li>○ Number of trained member body volunteers increased from 125 to 150 to include Officials and Judges</li> </ul>		
<ul style="list-style-type: none"> <li>○ To broaden the major equestrian events programme in Scotland by enhancing member body involvement</li> </ul>	<ul style="list-style-type: none"> <li>○ Establish Scottish FEI disciplines forum</li> <li>○ Establish baseline data on the number of member body competitions at major equestrian events</li> <li>○ Work with identified member bodies to maintain events programme</li> </ul>	<ul style="list-style-type: none"> <li>○ Liaise with existing OD Development Officers and remaining FEI disciplines to formalise team</li> <li>○ Carry out member assessment</li> <li>○ Liaise with existing OD Development Officers and remaining FEI disciplines to support the running of international events</li> </ul>	<ul style="list-style-type: none"> <li>○ Scottish FEI disciplines forum in place.</li> <li>○ Baseline data on MB competitions recorded and incorporated into Sports Administration System.</li> <li>○ Maintain/sustain the existing number of international events staged in Scotland</li> </ul>	<b>Board and Membership &amp; Communications Officer</b>	
<b>Communications &amp; Events</b>					
<ul style="list-style-type: none"> <li>○ Increase the level of understanding of <b>horsescotland's</b> role with stakeholders including member bodies, the general public and national agencies</li> </ul>	<ul style="list-style-type: none"> <li>○ Produce annual report and circulate amongst key stakeholders</li> <li>○ Increase traffic to <b>horsescotland</b> website</li> </ul>	<ul style="list-style-type: none"> <li>○ Compile annual report in conjunction with MBs and key partners</li> <li>○ Ensure all communication from horsescotland clearly identifies our website address and encourages visits</li> </ul>	<ul style="list-style-type: none"> <li>○ Annual report circulated amongst key stakeholders</li> <li>○ Traffic to <b>horsescotland</b> website increased by 10%, by 10%, from 33,318 visits to 36,649</li> </ul>	<b>Board and Membership &amp; Communications Officer</b>	



	<ul style="list-style-type: none"> <li>Establish a stakeholder engagement programme</li> <li>Ensure regular engagement and communication with horsescotland members</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a comprehensive stakeholder mapping exercise to identify and prioritise our universe of stakeholders</li> <li>Monthly update by email, quarterly engagement meetings (by sector), and on-going consultation on policy matters</li> </ul>	<ul style="list-style-type: none"> <li>A stakeholder engagement programme developed and implemented</li> <li>Develop and implement a targeted engagement and communication strategy to achieve objectives to be defined</li> </ul>		
<ul style="list-style-type: none"> <li>Increase the profile of the Scottish equestrian sector</li> </ul>	<ul style="list-style-type: none"> <li>Increase level of editorial and promotional activity within identified publications</li> <li>Improve the horsescotland website so that it provides the communication resource required</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a comprehensive public relations strategy and media plan</li> <li>Development of the horsescotland website</li> </ul>	<ul style="list-style-type: none"> <li>Public Relations and Media Plan implemented</li> <li>Website updated regularly and being used well by members and others in the equestrian sector</li> </ul>	<b>Board and Membership &amp; Communications Officer</b>	
<b>Governance &amp; Management</b>					
<ul style="list-style-type: none"> <li>Ensure continuing financial and operational sustainability and accountability</li> </ul>	<ul style="list-style-type: none"> <li>KPMG Development Audit</li> <li>Update identified policies and procedures</li> <li>Equality Standard preliminary level</li> </ul>	<ul style="list-style-type: none"> <li>Implement identified actions of Governance Audit</li> <li>Undertake any necessary updates</li> <li>Encourage MBs to follow the principles of equality and diversity in the horsescotland Equality Policy</li> <li>Establish a relevant an effective equality training programme for staff, board members, and key volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Maintain "Satisfactory" assurance status</li> <li>'Best practice' policies and procedures in place (e.g. finance, anti-doping and child protection)</li> <li>Where possible increase membership of horsescotland by people from under-represented groups</li> <li>In conjunction with sportscotland provide suitable equality training programmes.</li> </ul>	<b>Board (Equality Director) and Chief Operating Officer</b> (with support from Membership & Communications Officer and Equality Officer)	

	<ul style="list-style-type: none"> <li>○ Develop organisational performance measurement system</li> <li>○ Enhance staffing and programme resource to deliver strategic outcomes</li> <li>○ Board development day through liaison with sportscotland</li> <li>○ Secure 25% increase in commercial and sponsorship revenue</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○ Identify the most appropriate organisational metrics</li> <li>○ Implement staff development programme</li> <li>○ Undertake a comprehensive audit of the skills and resources required on the board</li> <li>○ Attract increased investment from identified sponsors</li> </ul>	<ul style="list-style-type: none"> <li>○ Embed organisational performance measurement system</li> <li>○ Appropriate staffing structure and resources in place to deliver operational and strategic objectives</li> <li>○ Further knowledgeable board around governance, roles &amp; responsibilities and interaction with the staff</li> <li>○ 25% increase in commercial and sponsorship revenue secured</li> </ul>		
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## 7.0 Budget Profile 2014 - 2015

### 7.1 Estimated horsescotland Income and Expenditure

Source	Income (£)	Notes
Member Organisations	10,000	
Coaches Registration	-	
Event Income	4,000	Awards Dinner
Other Agencies	10,000	Public Bodies
Sponsorship, Donations & Commercial	650	
Interest Received	1,200	Bank Interest
<b>Sub Total</b>	<b>25,850</b>	horsescotland Income generated
sportscotland	292,950	15 Month award
<b>Total Income</b>	<b>318,800</b>	
Item	Expenditure (£)	Notes
Staff Costs	116,250	Salaries plus on costs (employer, travel, training and recruitment)
sportscotland supported programmes	176,700	Member programme delivery
horsescotland programmes	10,000	Member programme delivery
horsescotland Marketing	1,000	Marketing and PR Costs
horsescotland Event Expenses	4,000	Catering costs, venue hire, etc.
horsescotland Overheads	10,850	Accounts, Office Rent, Stationary, Postage, etc.
<b>Total Expenditure</b>	<b>318,800</b>	
Item		
Surplus	-	Allocation to reserves from income generated
Reserves Brought Forward	33,067	2013 Figure
Reserves Carried Forward	33,067	2014 Figure

### 6.2 Use of sportscotland Investment

Source	Income (£)	Notes
sportscotland investment	292,950	
	Expenditure (£)	
Staffing	116,250	
horsescotland Programmes and Services	176,700	
<b>Total Expenditure</b>	<b>292,950</b>	

## 8.0 Key Performance Indicators

These key performance indicators (KPIs) will be used to assess the progress of [horsescotland](#) against this plan over the next 15 months. NB \*2014-15 Financial information is estimated.

Key Performance Indicators	2012	*2013	*2014	*2015	2016
<b>Governance</b>					
Audit Rating	Reasonable	Satisfactory	Satisfactory		
Turnover	182,902	239,305	318,800		
sportscotland Investment as % of Turnover	89%	87%	92%		
Staff Costs as a % of Turnover	47%	39%	36%		
<a href="#">horsescotland</a> Financial Reserves	33,030	33,067	33,067		
<b>Development</b>					
Participation Figures (Member Body Membership Reports)	30,250 (estimate BETA)	24,722	25,791		
<a href="#">horsescotland</a> – Member Bodies	25	24	25		
<a href="#">horsescotland</a> – Club Members	18	16	18		
<a href="#">horsescotland</a> – Individual Members/ Registrations	1847	1931	3166		
UK Coaching Certificate Qualified Coaches (Cumulative + Workforce)	660	733	833		
Qualified Coaches (Other Member Bodies Included)	400	400	440		
Volunteers	200	200	220		
<b>Performance</b>					
Scots on World Class Plans	4	2	3		
Scots on GB Teams (European, World, Olympic & Paralympic)	4	4	3		
Medal Success (European, World, Olympic, Paralympic and other significant events)	3	4	3		
<a href="#">horsescotland</a> Performance Squad	17	10	12		

## 9.0 Monitoring and Reporting

Monitoring and reporting will be carried out on a quarterly basis using the RAG rating system outlined below.

	Risk of not achieving action by 31 March 2015
	Work on track for completion by due date / by 31 March 2015
	Work complete by stated due date