



Irish Equine Centre Strategy 2024 – 2030

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Vision:

Our aim is to protect the health and wellbeing of Ireland's horse population

Mission:

The Irish Equine Centre (IEC) provides independent diagnostics, educational, research and allied services to the Irish horse industry and to the industry globally

Values:

We take pride in our specialised, yet practical, service which is underpinned by

- ✓ **Excellence**
- ✓ **Integrity**
- ✓ **Confidentiality**

and supported by evidence-based quality standards, delivered by highly qualified, dedicated staff

Strategic Goals



INCREASE
COMMUNICATION
WITH
STAKEHOLDERS



ENSURE STAFF
STABILITY,
RETENTION &
SUCCESSION



ADAPT TO
CHANGING
LABORATORY
ENVIRONMENT &
MARKET



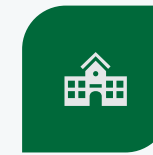
IMPROVE
EMERGENCY
PREPAREDNESS



IMPROVE
SUSTAINABILITY
& EFFICIENCIES

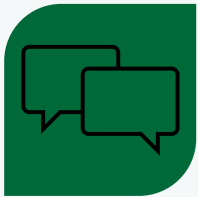


INCREASE
RESEARCH THAT
SERVES THE
INDUSTRY

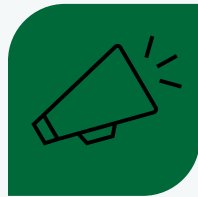


CONTINUALLY
DEVELOP
EDUCATION &
TRAINING

Goals – Objectives - Outcomes



1. INCREASE COMMUNICATION WITH STAKEHOLDERS

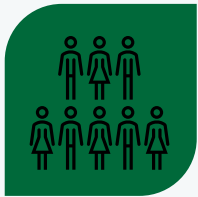


Improved external marketing and communications to improve industry integration and visibility, both within the thoroughbred and non-thoroughbred populations, thereby reiterating the IEC's value to the horse industry

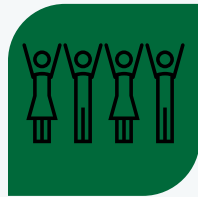


Launch new website
Improve social media presence
Increase industry newsletters, for example ITBA, AIRO, veterinary practices
Ensure greater interaction with veterinary practices
Attract new markets – specifically sectors in the non-thoroughbred
Engage in more events such as Dublin Horse Show and National Ploughing Championships
Produce annual, communications or impact report
Host annual industry forum
Continually inform industry of surveillance highlighting credibility that enables ongoing transporting of horses and trading

Goals – Objectives - Outcomes



2. ENSURE STAFF STABILITY, RETENTION & SUCCESSION



Our staff are our greatest asset. We work in a challenging and competitive environment for talent acquisition and retention and we want to improve our practices to address these issues

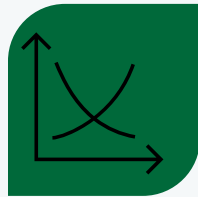


Improve attraction and recruitment practices
Ensure development & progression
Assess current practices and look for opportunities to increase flexibility for staff
Cultivate succession plans per service area
Increase focus on staff morale and interaction to ensure staff feel valued
Continually look for non-pay related ways to provide benefits for employees
Commit to review salaries on an ongoing basis in line with any cost savings and increased income made
Promote mentoring programmes offered by industry – e.g. WINR

Goals – Objectives - Outcomes



3. ADAPT TO CHANGING LABORATORY ENVIRONMENT & MARKET

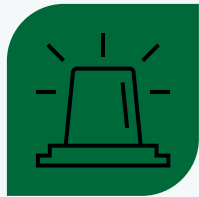


Ensure we can respond quickly to changing markets and understand the value of laboratory spaces that are flexible, adaptable, and scalable

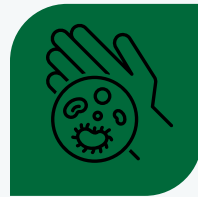


Nurture relationship with DAFM
Lobby DAFM and Veterinary Council regarding testing standards and quality
Set individual lab goals
Ensure all tests and services are evidence-based and to the highest standards
Pursue commercial avenues with renewed vigour

Goals – Objectives - Outcomes

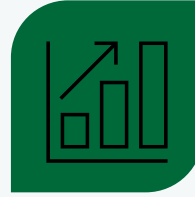


4. IMPROVE EMERGENCY PREPAREDNESS



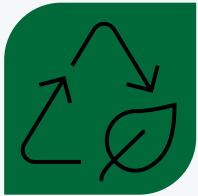
Ensure we are ready to implement, within a defined framework, measures to identify and mitigate new equine diseases

Safeguard that we are resourced to plan for, respond to, and coordinate recovery from major emergencies which threaten the equine industry



Identify risk factors associated with disease emergencies and review trends in the emergence of new pathogens
Communicate and disseminate information on emerging disease
Evaluate the potential of new technologies, and smarter approaches to disease surveillance and pathogen discovery
Set up diagnostic assays for exotic pathogens and participate in proficiency tests to maintain competency
Monitor genetic evolution of existing pathogens with potential to impact equine health, antimicrobial resistance, and vaccine efficacy
Develop and maintain capacity to implement the high throughput testing often required to maintain confidence and ensure business continuity in the face of an outbreak
Strengthen collaborative relationships nationally (e.g. DAFM and stakeholders) and internationally (e.g. WOA and subject matter experts) to enhance and unify risk communication and management

Goals – Objectives - Outcomes



5. INCREASE SUSTAINABILITY & EFFICIENCIES



Invest in upgraded IT infrastructure and assess all business areas to look for small and larger efficiencies

Where financial efficiencies are made invest this money into staff



Improve IT Infrastructure, standardisation & consistency
Develop short, medium and long term plans regarding the physical building and space
Assess suppliers based on their green credentials to optimise our supply chains
Reduce waste and increase recycling
Complete a bio-diversity project on our site
Use data to drive this agenda

Goals – Objectives - Outcomes



6. INCREASE RESEARCH THAT SERVES THE INDUSTRY



Our research aims are to support the equine industry with research that assists them in policy and practical decisions

We strive to provide healthcare that ensures welfare

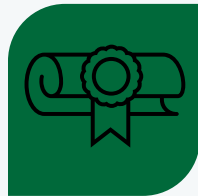


Create an internal central research repository
Trial new internal Scientific Review Board to increase collaboration and dialogue
Produce an annual report from this group on research
Proactively look for research that assists with welfare issues of the equine population where appropriate, whilst ensuring we stay true to our scientific roots which are centred around the health of the horse - e.g. serum biomarkers and metabolomics, antimicrobial resistance
Share such research generously and engage with UCD and UL on appropriate opportunities

Goals – Objectives - Outcomes



7. CONTINUALLY DEVELOP EDUCATION & TRAINING



Continue work to embed ourselves in the national education programme



Assist all relevant third level institutions to build robust scientific/veterinary programmes
Hold an annual Open Day with relevant stakeholders to include them in our thinking with the aim of increasing support e.g. ITBA, HRI, industry people, UCD, UL, Maynooth University
Assess relationships with local schools
Develop appropriate training programmes for visiting students and relevant material across all labs



**How will we achieve this?
Through our people, measurement &
monitoring**



What would we like from the industry?

Support for strategy, increased support and investment for diagnostic testing and research

Robust feedback and interaction

Evident advocacy

Assistance with enhanced relationships with major stakeholders and industry players

www.irishequinecentre.ie