

Strategic Plan 2015 – 2017



***Motionsport
Ireland***

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Summary

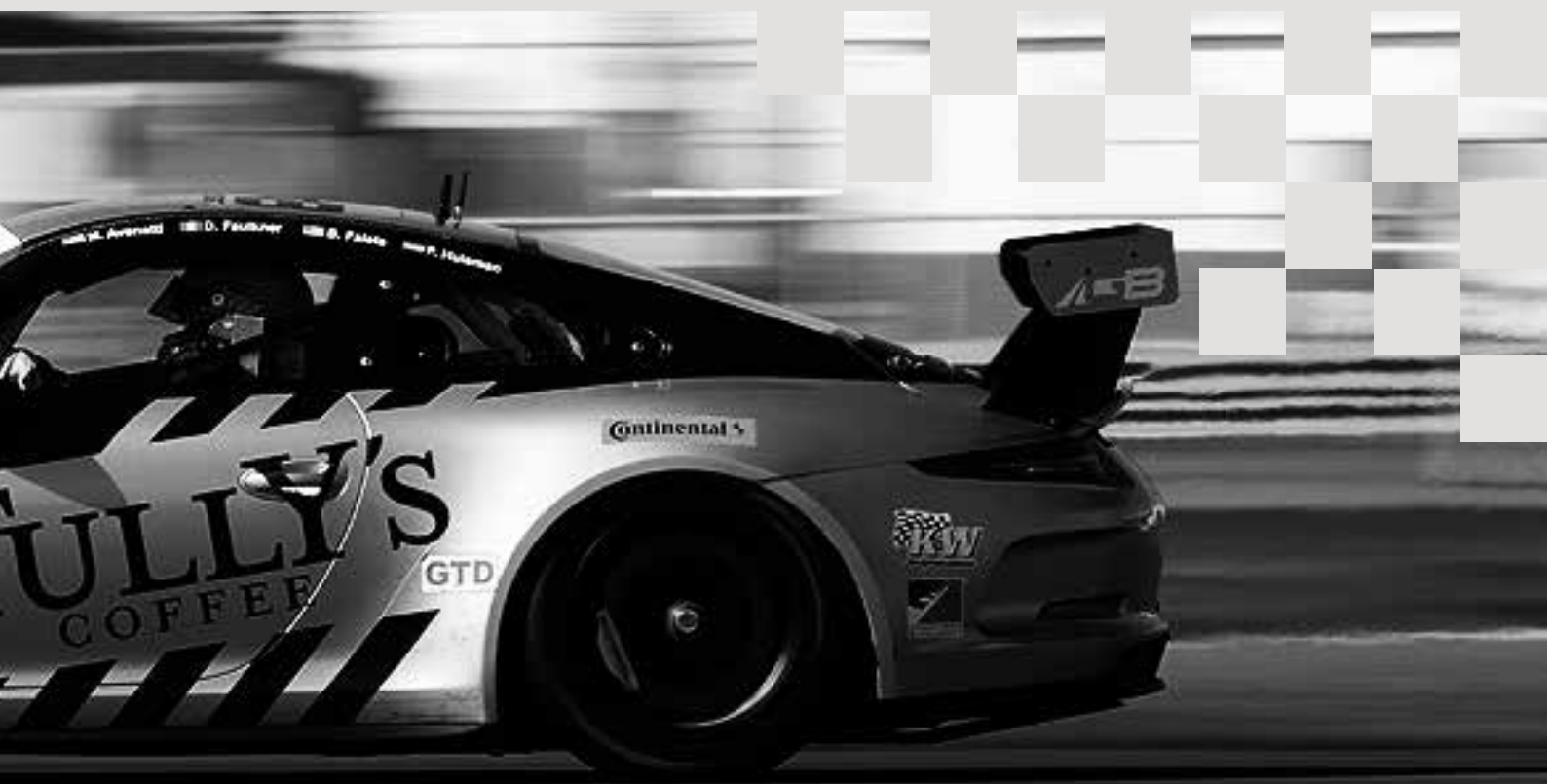
OVERALL OUR VISION AND THE THEME FOR THIS PLAN IS ***DRIVING FORWARD, REACHING OUT***

This plan sets out a stretching but achievable future over the next three years for the sport in Ireland. *Driving Forward, Reaching Out* sets out our plan to address our challenges and to build a sustainable, exciting future for motorsport in Ireland that will inspire all involved in the sport.

Participation levels in the sport have suffered during the recession of the past seven years but some improvements have been seen recently. This strategic plan reaches out to those who may have dis-engaged from the sport, or those who did not join our sporting community during recent years, and re-build the momentum and the vibrant community we have enjoyed previously.

This strategic plan confirms that the FIA (World Motorsport Council) appoints the Royal Irish Automobile Club (RIAC) as the Sporting Power in Ireland. The RIAC in turn delegates that authority to Motorsport Ireland with the formal approval of the FIA.

First and foremost we want our sport to be safe. We want our sport to grow in participation, succeed on the national stage, deliver economic impact locally through top-class events, and be recognised as a sporting community that supports its competitors and volunteers.





Action Areas

We have identified the following strategic action areas as critical to realising our ambitions:

- 1. PRIORITISING SAFETY IN EVERYTHING WE DO**
- 2. TRAINING OUR VOLUNTEERS AND COMPETITORS**
- 3. GROWING PARTICIPATION**
- 4. SHOWCASING THE SPORT TO OUR COMMUNITY AND BEYOND**
- 5. PUBLIC AFFAIRS: ENGAGING WITH AUTHORITIES TO PROMOTE AND PROTECT THE SPORT**
- 6. SUPPORTING THOSE WITH INTERNATIONAL LEVEL ABILITY AND AMBITION**

Each action area will be supported by an operational plan highlighting the tasks that need to be undertaken to achieve the goal.

Underpinning the strategic plan

To enable us to achieve our ambitious targets within this plan we will require additional resources, specifically:

- › Appointment of a national sport development officer to support our clubs
- › Succession planning for our key roles (Motorsport Commission, Executive Team)
- › Intern(s) with marketing/promotional expertise to assist in media communications

Prioritising safety in everything we do

GOAL

We will reduce the number of preventable incidents. We will learn from our mistakes and create a proactive learning environment.

BACKGROUND

Ours is a high-risk sport and safety is the number one priority for everyone involved in Motorsport. Much of the detailed and labourious work that is done goes unnoticed as it is preventative in nature. This obsession with safety will and should continue to be our number one priority. A sport in which there are high standards of behaviour, rigorous training and a positive approach to learning from mistakes, will attract and retain highly skilled volunteers and participants, while a reduction in insurance claims will have a direct and positive benefit to all. Certain behaviours that have become common place will now be under the spotlight.

SHIFT IN EMPHASIS

We will create a cultural change that will spread a greater and more pro-active understanding of safety among our volunteer workforce and competitors. We will be more open about our mistakes and specific about what needs to be done to make sure they are not repeated.

INITIATIVE	Timeline
Investigations and Learning – all investigations will be identified as learning opportunities and feedback given to those involved but also to the wider community of licensed officials and volunteers so others can learn from situations and avoid repeating them.	From 2015 and ongoing
Each discipline will hold an open forum annually to feed back any lessons learned to those involved.	By end 2015
Conduct an internal communications drive about safety, with the key message as follows: <i>"Safety rules are everyone's responsibility – not only the Safety Officer"</i> <ul style="list-style-type: none">› Weekly tweets and posts to facebook on this theme› Safety message goes to top of all newsletters› Create a safety branded frame for the website› Run a competition to win gear by asking safety questions	Spring and Summer 2015
In the interests of safety make the use of pump fuel mandatory at all rallies	By 2017



Achievements by 2017

- › Reduction in insurance premium by 5% (from 2014 level)
- › Availability of 35 trained and event-experienced safety officers across the country by 2017 (from 25 currently)
- › Reduction in reportable incidents in rallies by 10% (from 2014 levels)
- › No longer have cans of fuel being carried at stage rallies, thus reducing fire hazard

Training our volunteers and competitors

GOAL

The sport will deliver training courses for both competitors and officials to support both parties in their enjoyment of the sport.

BACKGROUND

Continued training of volunteers and competitors is key to our continued success. The sport is blessed with a willing and able community of licensed officials and broader volunteers who are committed to the sport. However, training is provided in an as-available manner that does not manage the overall needs of the volunteer community. Training for competitors is essential in order for them to engage with the sport safely.

SHIFT IN EMPHASIS

Training will be provided on a more planned basis. The approach to training is a lifelong one, where everyone can benefit from refresher training and learning from mistakes.

INITIATIVE	Timeline
Motorsport Ireland will identify training needs among the current population of volunteers and schedule a series of Refresher Courses for all those who were trained more than three years ago.	2015
New and junior volunteers are mentored by officials – those aged 16-18 will be partnered with selected officials and observe the role that they play in events	2015-2017
Succession planning – each club will be assisted in planning for its “next-generation” of officials and committees	2015-2017
Longer term priority to fund a staff member who will travel to provide training on a more comprehensive schedule.	2017

Achievements by 2017

- › System in place to offer officials refresher training every 3 years
- › 100 juniors having completed the junior mentoring programme to become officials
- › All new volunteers will be trained within six months of requesting training
- › A functioning training development programme in place by 2016



Growing participation

GOAL

We will support those clubs that wish to grow with specific initiatives to encourage competitors and volunteers to increase participation in our sport.

BACKGROUND

Finding a way into our sport can be difficult – many members are personally introduced to the sport via family or friends. It is not a visible or accessible sport to outsiders. It is also an expensive sport and costs are high for competitors and volunteers. Taking this on board, Motorsport Ireland will support those clubs that wish to recruit and retain competitors and volunteers by making the sport as affordable and as welcoming as possible.

SHIFT IN EMPHASIS

Clubs will be invited to join in a more collaborative approach to working together with Motorsport Ireland to make the sport more affordable, and membership of the clubs more enjoyable and accessible to all. We are aiming for a cultural change to where the sport is about the skill and enjoyment of the people and not the value of the car. It is about welcoming those who currently feel excluded from the sport, even including boy racers.

Achievements by 2017

- › License numbers returned to levels of 2009 (i.e. 4,800 licences issued) by 2017
- › Pump fuel introduced by 2017
- › Restriction on tyre usage introduced by 2017
- › By 2017 all clubs hosting one open day per year
- › Database of licensed officials and all volunteers established by 2017
- › Overall licensed officials numbers increased by 20% by 2017
- › 10% increase in club membership by 2017
- › 25% of competitors volunteering once a year at events

INITIATIVE	Timeline
Identify or modify events / classes / disciplines that offer affordable 'level playing field' Motorsport. > Pump Fuel events > Restricted tyre usage events > Double driving or shared ownership programmes > Standard production classes > Affordable Junior Classes > Pilot test in selected disciplines e.g. autocross	2015
Mandate on tyre use in selected classes / events – to be expanded over time	2017
Hire Sport Development Officer with the skills to build volunteer and competitor participation, who has the ability to travel and be a resource to clubs on marketing, segmentation, communications and event planning (specifically promotional events, not an additional resource for organising Motorsport events)	June 2015
Support clubs by helping them promote affordable classes and assisting clubs to co-ordinate to promote affordable events and other classes and events that can help lower participation barriers.	From July 2015
Create a National Volunteer Programme taking best practice from successful clubs that support their volunteers and make volunteering affordable and accessible. (Specific details and lessons from others are available to the SDO to assist in delivering this initiative) e.g. "Each One – Reach One" whereby each volunteer is asked to invite some-one completely new to motorsport to experience a motorsport event	From July 2016
Create open days and welcoming events in the local community specifically targeting women, youth and lapsed competitors and volunteers.	From July 2015
Engage with local companies within the motor sector and tap into their CSR (Community Social Responsibility) programmes to drive participation. E.g. car dealers, petrol stations, insurance companies, driving schools, etc.	From July 2015
Competitors-as-Volunteers Programme (marshalling and at club level). Voluntary at clubs that choose to do this but in 2016 becoming a route to a discount on competitors licences.	From July 2015
As above – Junior Mentoring Programme implemented at club level with the support of the Rally Committee	From July 2015
Build the social fabric of clubs – create occasions to celebrate success and offer ways for volunteers, competitors, young and old to get to know each other outside of event organisation and training.	From January 2016
Club Tool-kit to share knowledge among clubs – many clubs are skilled at various elements of running their club. Those with expertise in certain areas will be asked to share that knowledge into a Club Toolkit that will be collated and shared online as a resource for all involved clubs.	Jan 2016

Showcasing the sport to our own community and beyond

GOAL

We will showcase our sport to our community and beyond with the goal of improving accessibility, increasing participation, protecting road closures and improving the reputation of the sport.

BACKGROUND

At present a large proportion of the public relations and publicity budget is spent on late-night minority-focus broadcast of events that have not proven successful in marketing the sport to a wider audience. Locally and nationally PROs put consistent effort into gaining coverage of events results with mixed outcomes. Feedback from our sporting community is clear – the sport needs to appeal more broadly to its current and potential audience, speak to them via channels they engage with, protect its interests and improve its reputation.

SHIFT IN EMPHASIS

The shift in emphasis will be towards the broader appeal of the sport rather than simply publicising the results. We will seek to gain a mix of media coverage including online, radio and print features, rather than just the back pages.

Achievements by 2017

- › Annual family-focused motor event by 2017
- › Annual survey with membership showing year on year increases in interaction with Motorsport Ireland
- › Solid media partnership by 2017 (either print, radio or online)
- › Measured increase in number of press mentions
- › Growth in online community by 50% year on year across all platforms
- › By 2018 being the go-to source of information on-line for the motorsport community – measured by social media monitors e.g. Keyhole
- › Motorsport is part of one company CSR engagement programme per annum

INITIATIVE	Timeline
Designate Motorsport spokesperson (either administrator or sportsperson)	2015
Conduct Cost – Benefit Analysis of the current TV coverage	Start 2015
Retain outsourced PR function but have marketing communications assistance in-house (intern)	June 2015
Further develop social media engagement with the young motorsport community (competitors, volunteers and spectators) – regular updates, timed messaging, open communication, being up to date on new platforms i.e. Google +, Instagram, etc.	From June 2015
Lead the discussion on the environmental agenda as it affects motorsport – inform members and general public via regular communications	Ongoing
Listen to members on an annual basis via an online survey (survey monkey)	Autumn each year from 2016
Bring together annually the PROs to agree protocol for media distribution, upskill the PROs and share ideas with templates provided for all media work e.g. press releases, previews, post-event reports	Start of each season
Have annual meeting for club PROs to share media management toolkit, update of contacts, media handling, etc.	Start of each season
Get a media partnership for Motorsport (either print, radio or online)	2016
Develop a family friendly event that will make the sport more accessible and visible to the wider community, e.g. Motorshow, car show, vintage car show, but one that is fully ‘owned’ by MSI.	2017
Focus on building human-interest stories in the features pages about the skill of the competitors and the motorsport community, embedding a journalist into a rally, etc.	Ongoing
Target the wider motor community and engage with their Community Social Responsibility programmes (e.g. car dealers, insurance, petrol distributors, driving schools)	Ongoing

Public affairs: Engaging with authorities to promote and protect the sport

GOAL

Motorsport is positioned well to influence policy and be part of decisions that may affect its position in Ireland, via its public affairs work.

BACKGROUND

Motorsport has excellent relationships at local level that facilitate the sport and its events. Nationally there is a need for putting effort into building and sustaining the types of relationships that can be valuable to a sport in the long term.

SHIFT IN EMPHASIS

Motorsport will have a public affairs policy for engaging with national authorities and in ensuring compliance within the sport with a goal of protecting the long-term interests of the sport and its competitors.



INITIATIVES	Timeline
Identify national authorities and individuals within them	Ongoing
Establish policy in key areas where national agenda impacts Motorsport	2015 Q1
Engaging on a regular basis with relevant authorities – e.g. RSA, Department of TTS	2015 Q1 and ongoing
Continuing to nurture local relationships – build on the good work in this area and expand to club-based relationships rather than relying on one individual to maintain local official relationships.	2015 ongoing
Identify and learn from best practice by other sporting governing bodies who have been successful in this area, and invite in to speak with Motorsport Commission	2014-2015
Continue to develop a relationship with FIA to identify best practice and best governance in other jurisdictions and leverage their strength and that of their brand into the Irish context	2015-2016
Engage with the FIA Sport Grant Programme which has the specific goal of growing motorsport and whose various grants align to some of the key initiatives in this strategy	2015 ongoing
Make environmental issues a permanent action point for the Motorsport Commission and on each Event Safety Plan	2015
Maintain the highest standards of governance and compliance, and running our operations with transparency and accountability	2015-2017 ongoing
Continue to communicate the need for full compliance with all road use requirements to all members of the Motorsport community. Failure to comply will result in timed warnings to allow the competitor to regularise their situation but by 2018 complete compliance will be a requirement of participation in the sport and issuing of licence.	2015-2017

Achievements by 2017

- › By end 2017 to be consulted as authority on all matters related to motorsport in Ireland
- › By end 2017 to have full compliance on all road usage issues
- › By end 2017 to have regular communications with the relevant authorities (RSA, Dept), with one shared initiative being the promotion of the sport and safety of it, at youth, schools, and grassroots level
- › To be acknowledged as one of the best-governed sports in Ireland

Supporting those with International level ability and ambition

GOAL

Motorsport in Ireland will nurture its young competitors in a pure competitive environment; which will build their skills and position them well for international competition while supporting financially as much as possible.

BACKGROUND

Motorsport provides two schemes that support competitors with international ability and ambition. These programmes will continue to support young competitors insofar as possible for the lifetime of this strategic plan.

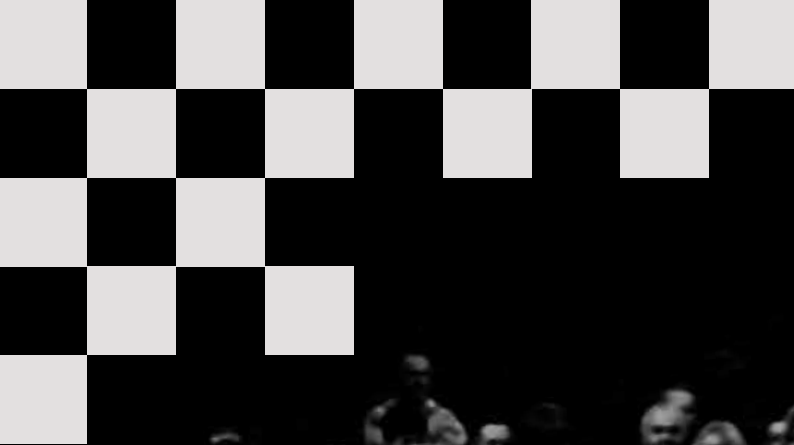
SHIFT IN EMPHASIS

Motorsport's shift in emphasis toward a sport with a more level playing field approach, in which competitor skill is paramount, will ultimately support competitors and help them to compete more purely in their formative years in the sport.

INITIATIVES:	Timeline
Young Rally Drivers Scheme will continue – review of effectiveness of the overall programme by 2016 (financial and ancillary supports)	2016
Young Racing Drivers Scheme will continue – review of effectiveness of the programme by 2016 (financial and ancillary supports)	2016
Continue to ensure mentoring is available for young drivers with outstanding talent and that they are assisted in international competition at relationship level	Ongoing
Affordable Level Playing Field Motorsport – competitors mature in a sport where skill is paramount	Ongoing

Achievements by 2017

- › Continued support of drivers with international ambition to the extent possible given the funding environment
- › A wide range of affordable classes and events for young
- › Competitors and those who choose to compete for sport in a culture of “Money doesn’t always win”.





Underpinning the strategic plan

The sport is under-resourced for the large tasks it sets itself and for the ambition of this strategic plan.

The team at Dawson Street is small and spends a large proportion of time on administration of licensing, events, and safety policies and plans.

While all the operational tasks are required there will be ways to make this work more efficient and to improve how we use the people and the skills we have to engage more with clubs and the sporting community.

TO ACHIEVE THAT WE WILL DO THE FOLLOWING

- › Free up time at head office via significant further automation of issuing and payment of licences and a move to credit / debit card payments in 2015 with a goal of all payments by card by y/e 2015)
- › Build digital skills in-house through the hiring on an intern under the supervision of the external PR resource in Q2 2015
- › Ensure all staff and committees are informed of this strategic plan.
- › Investigate funding options from the FIA Sport Grant Programme where this strategy aligns with their objectives of growing motorsport especially at grassroots level.



- › Reassign expenditure towards the 6 strategic areas
- › Set up workshops to learn from other governing bodies who will share their knowledge with the Motorsport Commission
- › Formalise and train across key skills among the team starting in Q3 2015
- › Key role planning – identify and groom successors for key leadership roles within Motorsport Ireland Executive and Council, to ensure sustainable long-term progress. This will be an agenda item for the Ruling Council in Q3 2015

At club level, the volunteer community works hard to create, organise and host each event and is focussed on those events year on year. This strategy will support other initiatives to build capacity of volunteer community in the running of their clubs and events.

- › Annual workshop with clubs to assist in more value-add services to clubs and the sporting community facilitated by the CEO and SDO in Q4 2015
- › Formalise and share knowledge into a cross-club toolkit including formalising tasks and templates to help clubs be more efficient/ To be facilitated by the SDO with club input into the creation of the resource I Q4 2015
- › Create succession plans within clubs where the volunteer base is made up of a large number of well-established volunteers. To be facilitated by the SDO and clubs committees in Q1 of 2016

Pole position – our achievements by 2017

SAFETY

No longer have cans of fuel being carried at stage rallies, thus reducing fire hazard

Reduction in reportable incidents in rallies by 10% (from 2014 levels)

Availability of 35 trained and event-experienced safety officers across the country by 2017 (from 25 currently)

Reduction in insurance premium by 5% (from 2014 level)

TRAINING

System in place to offer officials refresher training every 3 years

100 juniors having completed the junior mentoring programme to become officials

All new volunteers will be trained within six months of requesting training

A functioning training development programme in place by 2016

PARTICIPATION

Licences numbers returned to levels of 2009 (i.e. 4,800 licences issued) by 2017

Pump fuel introduced by 2017

Restriction on tyre usage introduced by 2017

By 2017 all clubs hosting one open day per year

Database of licensed officials and all volunteers established by 2017

Overall licensed officials numbers increased by 20% by 2017

10% increase in club membership by 2017

25% of competitors volunteering once a year at events



SHOWCASING OUR SPORT

Annual family-focused motor event by 2017

Annual survey with membership showing year on year increases in interaction with Motorsport Ireland

Solid media partnership by 2017 (either print, radio or online)

Measured increase in number of press mentions

Growth in online community by 50% year on year across all platforms

By 2018 being the go-to source of information on-line for the motorsport community – measured by social media monitors e.g. Keyhole

Motorsport is part of one company CSR engagement programme per annum

PUBLIC AFFAIRS

By end 2017 to be consulted as authority on all matters related to motorsport in Ireland

By end 2017 to have full compliance on all road usage issues

By end 2017 to have regular communications with the relevant authorities (RSA, Dept), with one shared initiative being the promotion of the sport and safety of it, at youth, schools, and grassroots level

To be acknowledged as one of the best-governed sports in Ireland

INTERNATIONAL AMBITION

Continued support of drivers with international ambition to the extent possible given the funding environment

A wide range of affordable classes and events for young competitors and those who choose to compete for sport in a culture of “Money doesn’t always win”.

Thank You

We thank everyone, especially our volunteers, who do so much towards creating the success that gives us all pride in our sport. In particular we thank all who contributed to this strategic plan, via the online survey, club meetings and phone calls and to the Steering Group who have worked hard to consolidate the findings from your input. Overall, over 1,800 people gave their views; which are reflected here.

We understand that the organisational side of the sport (locally and nationally) may seem to be a tight-knit group of people who have worked together for many years. In some ways this is true – but it is also very true to say that one of the key findings from the consultation is that these groups need and want new people to become involved in our sport and to take this new direction together. We ask you to engage with this process and with your sport, locally and nationally.

Motorsport Ireland welcomes feedback and input from all the sporting community especially those clubs, competitors, members and volunteers who would like to engage with the new direction of this strategic plan.

If you have any questions, please don't hesitate to get in touch.

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