

06

MODULE



FUTURE PROOFING YOUR EQUINE ENTERPRISE

SUSTAINABILITY IN ACTION

Learner Workbook

Build an equine enterprise that protects horses, supports people, uses resources responsibly and remains strong through change.

Name: _____

Date: _____

Facilitator: _____

Young Equine Innovators

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Co-funded by
the European Union

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use, which may be made of the information contained therein.

How to Use This Workbook

This workbook follows Module 6 and turns sustainability, welfare, community impact and resilience into practical decisions for your enterprise. Use the plans and evidence you created in Modules 1 to 5 as your starting point.

WORKING METHOD

Complete the activities in order. Be honest about your current position. Choose improvements that are realistic, measurable and valuable for the horse, customer, community and business.

☐ Bring your offer, enterprise plan and digital plan	☐ Use evidence rather than promises
☐ Ask a qualified person where specialist advice is needed	☐ Choose improvements you can maintain
☐ Keep horse welfare visible in every decision	☐ Record dates, responsibilities and measures

WHAT YOU WILL BUILD

A sustainability assessment, priority improvement plan, environmental actions, welfare pledge, community impact map, ethical practices statement, resilience plan, impact summary and final Equine Innovator Plan.

Important Information Before You Begin

This workbook is designed for education, enterprise planning and skills development. It includes practical examples from the equine sector and references to support organisations, courses and business practices.

Commercial references References to third party organisations and services are practical examples. Their inclusion does not represent a recommendation, endorsement or guarantee by Young Equine Innovators, the project partners, the European Union or EACEA.	Check current information Programmes, eligibility, prices, rules, funding and services can change. Check current information with the official provider before applying, paying or making a business decision.
Professional advice This workbook does not replace legal, financial, tax, insurance, veterinary, welfare, environmental, employment or safety advice. Follow the requirements that apply in your country and situation.	Local conditions Land, climate, horse management, welfare rules and business conditions differ. Adapt every activity to your own horses, facilities, customers, location and professional responsibilities.
Your responsibility You remain responsible for the standards, claims, targets and actions used in your enterprise. Record evidence carefully and seek specialist support where the decision carries significant risk.	

YOUR MAIN OUTPUTS

Sustainability assessment • Five priority improvements • Welfare pledge • Ethical practices statement • Resilience plan • Impact summary • Equine Innovator Plan

01

SECTION

Introduction

Future proofing means making decisions today that help your enterprise remain responsible, trusted and workable as conditions change.

You will create:

- A clear future proofing lens
- Your personal priorities for this module
- A connection between values and enterprise decisions

Connection to your enterprise

Use the values, strengths, offer, systems and digital choices you developed in earlier modules.

The Four Part Future Proofing Lens

Lens	Question to ask	Evidence you may collect
HORSE	How does this protect welfare, comfort, health and appropriate workload?	Welfare records, care standards, workload limits, professional checks
PEOPLE	How does this support customers, workers, young people and the local community?	Feedback, access actions, fair work practices, partnerships
PLANET	How does this use land, water, energy and materials responsibly?	Resource records, waste actions, supplier choices, pasture plans
BUSINESS	How does this strengthen income, reputation, efficiency and resilience?	Costs, income mix, repeat clients, risk plans, savings

Activity 1: Set Your Future Proofing Intention

Start with the change you want this module to create in your enterprise.

TASK

Choose one outcome that matters most to you.

GOAL

Create a clear direction for the activities that follow.

My intention

By the end of this module, I want my enterprise to be stronger because...

Activity 2: Choose Your Sustainability Priorities

Sustainability covers several connected areas. Choose priorities that fit your current stage and the real needs of your enterprise.

TASK

Rate the importance of each area and explain your first priority.

GOAL

Focus your time on the improvements that create the greatest value.

Area	Importance 1 to 5	Why it matters to my enterprise	Evidence I already have
Horse welfare			
Land and pasture			
Waste and manure			
Water and energy			
Fair work and inclusion			
Community impact			
Financial resilience			
Ethical communication			

My first priority

The area I will focus on first is... because...

The person I should involve

A mentor, owner, staff member, professional, supplier, customer or community partner who can help.

02

SECTION

Sustainability in the Equine Sector

Sustainability connects environmental responsibility, social responsibility, ethical horse care and economic viability.

You will create:

- A starting point assessment
- Evidence of what you already do well
- A five part improvement tracker

Connection to your enterprise

A sustainable enterprise considers immediate results and long term consequences at the same time.

Four Connected Pillars

Pillar	What it means in practice	Business value
Environmental	Responsible use of land, water, energy, feed, materials and transport.	Lower waste, efficient costs, healthier land and stronger credibility.
Ethical	Horse welfare, evidence based care, appropriate workload and clear limits.	Trust, safety, professional reputation and better horse outcomes.
Social	Fair work, inclusion, access, community relationships and honest communication.	Loyalty, partnerships, support and a stronger local network.
Economic	Income, costs, savings, maintenance, risk planning and ability to adapt.	A business that can continue delivering its purpose through change.

SUSTAINABILITY DECISION

A strong decision should create value for the horse, people, environment and enterprise without making promises that cannot be maintained.

Activity 3: Your Sustainability Starting Point

Rate your current position honestly. The purpose is to identify useful next steps, not to appear perfect.

TASK

Score each pillar and record the evidence behind your score.

GOAL

Create a realistic baseline you can review later.

Pillar	Score 1 to 5	Evidence for my score	What would move me up one point
Environmental responsibility			
Horse welfare and ethics			
Social and community impact			
Economic viability and resilience			

SCORING GUIDE

1 means very early stage • 3 means some consistent practice and evidence • 5 means clear standards, regular review and strong evidence

My overall starting point

The strongest part of my enterprise is... The area with the greatest opportunity is...

Activity 4: Recognise What You Already Do Well

Many enterprises already use sustainable practices without naming them. Recognising these strengths helps you protect and communicate them.

TASK

Identify existing practices and the value they create.

GOAL

Build an evidence based picture of your current strengths.

Current practice	Who or what benefits	Evidence I can show	How I will maintain it

My strongest sustainability story

One practice I am proud of is... It creates value because...

Evidence to collect next

A photograph, record, testimonial, measure, receipt, policy or partner confirmation that would strengthen the story.

Activity 5: Understand What Customers and Partners Value

Different audiences care about different aspects of sustainability. Listen before deciding what to prioritise or communicate.

TASK

Identify what matters to your key audiences and how you know.

GOAL

Link sustainability actions to real trust and value.

Audience	What may matter to them	How I will find out	Evidence or message they need
Horse owners			
Riders or visitors			
Staff or volunteers			
Suppliers or partners			
Funders or support bodies			
Local community			

Three questions I will ask

1. _____ 2. _____ 3. _____

What I must avoid

A claim, promise or message that would be vague, exaggerated or unsupported.

Activity 6: Build Your Priority Improvements Tracker

Choose five improvements that balance quick progress with longer term development.

TASK

Turn your assessment into clear actions with dates and responsibilities.

GOAL

Create a practical twelve month sustainability roadmap.

Priority improvement	Why it matters	Owner	By when	Cost or support	Evidence of progress
1. Complete this quarter					
2. Complete this quarter					
3. Next six months					
4. Next twelve months					
5. Next twelve months					

The first action I will take

Within the next seven days I will...

Review date

I will review this tracker on _____ with _____.

03

SECTION

Environmental and Animal Welfare Considerations

Environmental responsibility and high welfare standards support each other. Healthy land, careful resource use and appropriate horse management strengthen the whole enterprise.

You will create:

- An environmental impact scan
- Practical resource actions
- A written welfare pledge

Connection to your enterprise

Choose standards that fit your horses, land, services, professional advice and local requirements.

Environmental Impact Areas

Area	Typical questions	Possible evidence
Land and pasture	Are grazing, drainage, soil and water sources being protected?	Field plan, rotation record, photographs, soil or pasture advice
Manure and waste	Can materials be reduced, reused, repaired, composted or shared?	Waste records, compost plan, supplier agreements
Water and energy	Where are leaks, unnecessary use or inefficient systems?	Bills, meter readings, maintenance log, equipment records
Feed and supplies	Are quantities accurate and suppliers responsible and reliable?	Ration plan, supplier information, stock and waste records
Transport	Can journeys, deliveries and event travel be planned more efficiently?	Journey records, shared transport arrangements, local sourcing

PRACTICAL PRINCIPLE

Begin with the area where impact, cost and feasibility meet. A small improvement that is maintained is more valuable than a large promise that disappears.

Activity 7: Complete Your Environmental Impact Scan

Look at one normal week in your enterprise and identify where resources enter, where they are used and where value is lost.

TASK

Find the areas with the strongest case for action.

GOAL

Choose environmental improvements using evidence rather than assumptions.

Resource or impact	Current method	Problem or opportunity	Possible improvement	How I will measure it
Pasture and soil				
Manure and bedding				
Water				
Energy				
Feed and supplies				
Transport				

My highest value opportunity

The improvement with the best balance of impact, cost and effort is...

Activity 8: Plan for Healthy Land and Pasture

Pasture management affects horse health, biodiversity, drainage, feed costs and the long term use of the land.

TASK

Review the land practices connected to your enterprise.

GOAL

Choose one action that protects both horses and the environment.

☐ Grazing areas are monitored for overuse

☐ Fields have suitable rest or rotation periods

☐ Water sources and wet areas are protected

☐ Fencing and gateways are maintained

☐ Poisonous plants and hazards are checked

☐ Stocking levels match available land

☐ Winter and extreme weather plans are in place

☐ Professional land or pasture advice is used where needed

Issue observed	Cause or contributing factor	Action	Responsible person	Review date

My land care commitment

I will protect the land used by my enterprise by...

Activity 9: Turn Manure and Waste into a Resource Plan

Waste creates cost when it is unmanaged. A clear plan can reduce risk, improve the site and create useful partnerships.

TASK

Map the main waste streams in your enterprise.

GOAL

Reduce avoidable waste and identify safe reuse or recovery options.

Waste stream	How much or how often	Current route	Better option to investigate	Partner or advice needed
Manure				
Bedding				
Feed bags and packaging				
Damaged tack, rugs or equipment				
General waste				
Hazardous or clinical waste				

SAFETY CHECK

Use approved routes for hazardous, veterinary and clinical waste. Ask the relevant professional or authority where requirements are unclear.

My first waste reduction action

I will reduce or redirect _____ by _____.

Activity 10: Complete a Water and Energy Audit

Daily routines can hide leaks, unnecessary use and equipment that costs more to operate than expected.

TASK

Observe where water and energy are used during a normal week.

GOAL

Choose actions that save resources without weakening welfare or safety.

Use point	What happens now	Waste or risk	Improvement	Measure before and after
Troughs and drinkers				
Wash areas				
Lighting				
Heating or hot water				
Office and digital equipment				
Vehicles or machinery				

Quick action

A small change I can complete this month is...

Investment to investigate

A larger improvement that may need pricing, funding or professional advice is...

Activity 11: Review Feed, Supplies and Transport

Purchasing decisions affect horse health, cost, waste, reliability and environmental impact.

TASK

Review one important supply chain and one regular journey.

GOAL

Find practical improvements that protect quality and reduce unnecessary cost or impact.

Item or journey	Current choice	What works well	Concern or opportunity	Alternative to investigate
Feed				
Bedding				
Horse care supplies				
Cleaning or maintenance products				
Regular deliveries				
Event or customer travel				

Questions for a supplier

Origin, quality, packaging, delivery, reliability, price stability, standards and disposal information I need to ask about.

Activity 12: Create Your Environmental Action Plan

Bring your strongest environmental opportunities into one plan with clear ownership and measures.

TASK

Choose three actions that you can realistically complete and maintain.

GOAL

Create visible progress that can be measured and communicated responsibly.

Action	Starting measure	Target	Steps	Owner	Deadline	Review evidence
1						
2						
3						

How these actions support the horse

The welfare or care benefit created by the plan is...

How these actions support the business

The cost, trust, efficiency or resilience benefit is...

Animal Welfare: Your Enterprise Foundation

High welfare standards should be visible in daily care, workload, professional support, training methods, records and communication. Standards must reflect the individual horse and the professional requirements that apply to your setting.

Area	Questions for your enterprise	Evidence
Daily essentials	Are turnout, social contact, shelter, water, nutrition and health checks appropriate?	Daily records, observations, routines and incident actions
Workload and rest	Is each horse matched to suitable work, riders, duration and recovery?	Workload log, rest plan, horse specific limits
Professional care	Are veterinary, dental, farrier and tack needs reviewed and recorded?	Appointments, treatment records, professional advice
Training and handling	Are methods evidence based, clear, proportionate and responsive to stress or pain?	Written standards, staff learning, observation and review
Communication	Are customers told clearly about suitability, limits and welfare decisions?	Pledge, booking information, customer guidance, consent

WELFARE DECISION RULE

When horse behaviour, health, comfort or safety raises concern, pause the activity, respond to the horse and seek the appropriate support.

A standard I want every person in my enterprise to understand

Activity 13: Set Your Daily Welfare Standards

Daily standards turn values into routines that can be followed, checked and improved.

TASK

Define the daily conditions and checks that apply to horses in your enterprise.

GOAL

Create clear non negotiable standards for routine care.

Daily area	My standard	Who checks it	How it is recorded	Action if the standard is missed
Turnout and social contact				
Water and nutrition				
Shelter and environment				
Health and behaviour checks				
Tack, equipment and facilities				

My daily care statement

Every horse connected to my enterprise will...

Activity 14: Define Workload and Rest Limits

Appropriate workload depends on the individual horse, work type, rider, conditions, health and recovery.

TASK

Create a framework for deciding suitable work and rest.

GOAL

Protect horses from unsuitable or excessive work.

Decision area	Information I will consider	My limit or rule	Who can advise	Record used
Rider suitability				
Session duration				
Number of sessions or rides				
Rest between work				
Seasonal rest				
Weather and ground conditions				

INDIVIDUAL HORSE CHECK

A single number cannot replace observation and professional judgement. Record horse specific limits and review them when circumstances change.

My stop work signals

The signs or conditions that mean activity must pause or stop are...

Activity 15: Plan Professional Care and Records

Reliable professional care depends on good scheduling, accurate information and clear responsibility.

TASK

Map the professional care connected to your enterprise.

GOAL

Reduce missed appointments and strengthen continuity of care.

Care area	Current frequency or trigger	Responsible person	Reminder method	Record location	Review needed
Veterinary care					
Vaccinations and preventive care					
Farrier care					
Dental care					
Tack and equipment fit					
Specialist support					

One record improvement I will make

I will improve the way _____ is recorded by _____.

Professional advice I need

Activity 16: Set Training and Handling Standards

Your enterprise should make clear how horses are handled, trained and protected when stress, pain, confusion or refusal appears.

TASK

Write standards that guide everyday behaviour and difficult moments.

GOAL

Build a respectful horse culture that customers and team members can trust.

Situation	Our expected practice	What we avoid	Who makes the final decision
Introducing a new task			
Horse shows tension or avoidance			
Rider ability and horse match			
Use of equipment			
Customer requests conflict with welfare			
Incident or near miss			

How people can speak up

A rider, worker, volunteer or customer can raise a welfare concern by...

Activity 17: Write Your Animal Welfare Pledge

A welfare pledge explains the standards customers, workers and partners can expect from your enterprise.

TASK

Turn your daily standards, limits and care practices into a clear public commitment.

GOAL

Create a pledge that is specific, realistic and supported by evidence.

Our welfare philosophy

One sentence describing how your enterprise views and protects the horse.

Daily care standards

Turnout, social contact, water, nutrition, shelter and observation.

Workload and rest standards

Suitability, duration, frequency, rest and stop work decisions.

Professional care and records

Veterinary, farrier, dental, tack, treatment and review arrangements.

Training and customer communication

Handling methods, consent, suitability information and how concerns are managed.

How we will review the pledge

Review date, responsible person and evidence used.

04

SECTION

Social and Community Impact

An equine enterprise affects horses, customers, workers, suppliers, neighbours, families and the wider community.

You will create:

- A stakeholder and community impact map
- An access and inclusion review
- A written ethical practices statement

Connection to your enterprise

Strong community relationships create trust, partnerships, referrals and support when the enterprise faces change.

Your Circle of Impact

Stakeholder	Possible positive impact	Possible concern to manage
Horses	Appropriate care, work, rest and respectful treatment.	Welfare risks, workload, unsuitable matching or unclear responsibility.
Customers and families	Safe, clear, welcoming and meaningful experiences.	Cost, access, safety, communication and unmet expectations.
Team and freelancers	Fair work, learning, safe conditions and clear roles.	Burnout, poor communication, unclear pay or unsafe routines.
Suppliers and partners	Reliable trade, shared learning and local value.	Unclear standards, late payment or weak agreements.
Community and neighbours	Jobs, services, heritage, events and local spending.	Noise, traffic, parking, waste, access or land concerns.

Activity 18: Create Your Community Impact Map

Begin with the people and groups directly connected to your enterprise, then widen the circle.

TASK

Identify who is affected and what responsible practice looks like for each group.

GOAL

See opportunities and risks that may be missed in a business only view.

Stakeholder group	Who is included	How we affect them	What they need from us	How we will listen
Horses				
Customers				
Team				
Suppliers and partners				
Neighbours and community				
Wider beneficiaries				

A relationship I want to strengthen

I will build a stronger relationship with _____ by _____.

Activity 19: Complete Your Social Impact Audit

Rate what your enterprise currently contributes and identify one practical improvement in each area.

TASK

Review fair work, access, community connection and communication.

GOAL

Choose actions that strengthen both people and the enterprise.

Area	Doing well	Could improve	Early stage	Evidence or current practice	Next action
Fair employment and safe work	☐	☐	☐		
Youth opportunities	☐	☐	☐		
Access and inclusion	☐	☐	☐		
Supporting local business	☐	☐	☐		
Knowledge sharing	☐	☐	☐		
Transparent communication	☐	☐	☐		
Being a responsible neighbour	☐	☐	☐		

My strongest social contribution

The enterprise already creates positive impact by...

The area I will improve first

Activity 20: Review Access and Inclusion

An inclusive enterprise considers physical access, cost, communication, confidence, ability, culture and the experience of beginners.

TASK

Look at the customer journey through the eyes of people who may face barriers.

GOAL

Identify changes that make participation clearer, safer and more welcoming.

Customer moment	Possible barrier	What we currently do	Improvement to test	Who should advise
Finding information				
Making an enquiry				
Understanding cost and suitability				
Arriving and using the site				
Taking part safely				
Giving feedback or raising a concern				

One group I could serve better

The group is... The change that may help is...

How I will test the change respectfully

Activity 21: Set a Community Impact Goal

Choose one contribution that fits the purpose, resources and relationships of your enterprise.

TASK

Create a focused social impact goal with clear measures.

GOAL

Build positive impact that is realistic and connected to the business.

☐ A youth learning or work opportunity

☐ An access or inclusion improvement

☐ A welfare awareness activity

☐ A community riding or horse contact event

☐ A community or school visit

☐ A local supplier partnership

☐ A heritage or culture activity

☐ A fair work or staff wellbeing improvement

Goal	Who benefits	Actions	Partner	Measure	Target date

Why this goal belongs in my enterprise

How I will avoid overpromising

Activity 22: Write Your Ethical Practices Statement

This statement brings your commitments together and explains how the enterprise will act when values are tested.

TASK

Write one clear paragraph for each pillar.

GOAL

Create a statement that can guide decisions and be shared with customers, partners or funders.

Animal welfare

Our non negotiable standards for horses connected to the enterprise are...

Environmental responsibility

We will reduce our impact and use resources responsibly by...

Social and community impact

We will contribute positively to people and place by...

Business conduct

We will price, communicate, employ, purchase and resolve concerns by...

Accountability

The statement will be reviewed by _____ on _____ using _____.

05

SECTION

Planning for Long Term Resilience

Resilience is the ability to prepare for difficulty, adapt when conditions change and continue delivering your purpose responsibly.

You will create:

- A resilience stress test
- An income and emergency plan
- A set of clear risk responses

Connection to your enterprise

Use the business systems, goals, funding and digital plans from Modules 4 and 5 as evidence for this section.

Sources of Enterprise Risk

Risk area	Examples	Preparation questions
Climate and environment	Drought, flood, heat, poor pasture, water shortage.	What can be stored, protected, changed or sourced differently?
Financial	Rising feed, fuel, insurance or equipment costs; loss of income.	What savings, margins, alternatives and income sources are available?
Horse and operational	Injury, illness, equipment failure, staff shortage.	Who decides, who steps in, what records and backups exist?
Market and regulation	New standards, customer expectations, local competition.	How will the enterprise stay informed and adapt?
Personal	Founder illness, burnout, family pressure or loss of key skills.	Can others access systems, contacts and essential instructions?

Activity 23: Complete the Resilience Stress Test

Imagine each scenario happens tomorrow. Rate your current readiness and write the first action you would take.

TASK

Test the strength of your current systems and relationships.

GOAL

Identify vulnerabilities before they become emergencies.

Scenario	Big problem	Manageable	Well prepared	My first action	What preparation is missing
Biggest client leaves	☐	☐	☐		
Feed or bedding cost rises sharply	☐	☐	☐		
I am unavailable for two weeks	☐	☐	☐		
Major equipment fails	☐	☐	☐		
Extreme weather closes activity	☐	☐	☐		
A horse is seriously injured	☐	☐	☐		

The scenario that needs attention first

I chose it because...

Activity 24: Review Your Income Mix

A resilient enterprise understands where income comes from, which sources are seasonal and what happens if one source changes.

TASK

Map current or planned income and the risk attached to each source.

GOAL

Identify one realistic way to strengthen income resilience.

Income source	Share of income	Season or timing	Main cost	Risk level	Action to strengthen it

If my largest income source disappeared

The immediate effect would be... My first response would be...

One additional income option to test

It fits my skills, customers and resources because...

Activity 25: Create Your Emergency Continuity Plan

A simple continuity plan helps another trusted person protect horses, customers and essential business activity when you are unavailable.

TASK

Record the people, information and actions needed to keep the enterprise safe.

GOAL

Reduce dependence on one person and protect essential operations.

Essential area	What must continue	Backup person	Information or access needed	Where instructions are stored
Horse care				
Customer communication				
Bookings and schedules				
Payments and urgent costs				
Suppliers and professional contacts				
Safety and incident response				

The biggest continuity gap

Right now, the business depends too heavily on...

Action within thirty days

Activity 26: Build Three Clear Risk Responses

Turn uncertainty into practical preparation using a simple response sentence.

TASK

Choose your three most important risks and decide what you will do.

GOAL

Create calm, usable actions that can be reviewed with others.

RESPONSE FORMULA

If _____ happens, I will _____. The person responsible is _____. The information, money or resource needed is _____.

Risk	Early warning sign	Immediate response	Person responsible	Resource or backup	Review date

The risk I will discuss with a specialist

The specialist or support service is... The question I need answered is...

Activity 27: Create Your Twelve Month Resilience Plan

Resilience grows through savings, maintenance, relationships, clear systems and realistic workload.

TASK

Choose actions that reduce your most important risks over the next year.

GOAL

Build an enterprise that can adapt without losing its purpose or standards.

Resilience area	Current position	Twelve month target	First action	Measure
Emergency fund				
Income mix				
Backup people and skills				
Equipment and maintenance				
Climate preparation				
Customer and supplier relationships				
Founder wellbeing and workload				

My resilience principle

When conditions change, I will protect _____ first and adapt by _____.

06

SECTION

Telling Your Impact Story

An impact story explains the problem you address, what you do, who benefits, the evidence you have and what you plan next.

You will create:

- An impact evidence bank
- A concise impact summary
- Messages adapted for different audiences

Connection to your enterprise

Responsible communication uses real examples and measures. It avoids vague claims and makes limits clear.

Impact Story Structure

Part	Question	Useful evidence
Who we are	What do we do, for whom and where?	One clear enterprise description
Problem	What real need or challenge do we address?	Customer evidence, observations, sector context
Delivery	What products, services or experiences do we provide?	Activities, numbers, records and examples
Outcomes	What improves for horses, people, environment or business?	Measures, feedback, records and partnerships
Next steps	What will we improve or achieve in the next twelve months?	Specific goals, targets, dates and responsibility

Activity 28: Learn from the Lýtingsstaðir Case

The case shows how a horse farm connected welfare, heritage, tourism, resource use, community value and business differentiation over many years.

TASK

Identify the choices that made the enterprise sustainable and distinctive.

GOAL

Translate case learning into ideas that fit your own context.

Case study choice	Value for horses	Value for people or place	Value for the business	What I could adapt
Clear welfare limits and personal booking contact				
Longer guest stays and personal farm experience				
Culture and heritage as part of the offer				
Pasture care, waste sorting and resource awareness				
Continuous reflection, learning and adaptation				

The most useful lesson for my enterprise

The lesson is... It matters because...

How I will remain authentic while adapting

Activity 29: Build Your Impact Evidence Bank

Strong impact communication begins with records gathered during normal enterprise activity.

TASK

List the evidence you already hold and what you need to collect.

GOAL

Create a reliable source for funding, promotion and review.

Impact area	Measure or evidence	Current result	Source or record	How often updated	Who owns it
Horse welfare					
Environmental action					
Customers and participation					
Jobs, learning or youth opportunity					
Community and partnerships					
Financial resilience					

EVIDENCE RULE

Use accurate records, dates, permissions and explanations. One reliable measure is stronger than several unsupported claims.

Evidence I will begin collecting this month

Activity 30: Draft Your Impact Summary

This summary can support a funding application, partner conversation, website page or business review.

TASK

Write a concise, evidence based summary of your enterprise impact.

GOAL

Create a credible first draft that can be updated as your evidence grows.

Who we are

Name, location, offer and primary customer or beneficiary.

The problem we address

Describe the real need using evidence rather than a general claim.

What we deliver

Products, services, experiences or activities, including relevant numbers.

Our environmental, welfare and social outcomes

State what changes and the evidence you can show.

Our next twelve months

Three specific goals with measures and target dates.

Activity 31: Adapt Your Impact Story for Different Audiences

The evidence remains accurate, while the emphasis and level of detail may change for each audience.

TASK

Shape one impact message for customers, partners and funders.

GOAL

Communicate clearly without exaggerating or losing the core story.

Audience	What they care about	Evidence to lead with	Action I want them to take	My message
Customer				
Community or partner				
Funder or lender				
Potential worker or volunteer				

Claim check

Which statement needs more evidence before I publish or submit it?

Permission check

Which photographs, quotes, customer details or partner names require permission?

07

SECTION

Going Further

The YEI modules give you an equine specific enterprise foundation. Your next step is to connect with current business support, mentoring and training in your region.

You will create:

- A support research plan
- A course readiness checklist
- Your final Equine Innovator Plan

Connection to your enterprise

Bring your completed workbooks to a Start Your Own Business course, enterprise adviser, youth service, mentor or relevant sector support organisation.

What Further Enterprise Support Can Add

Support	What it may help with	What you can bring from YEI
Start Your Own Business course	Business planning, market research, finance, legal structures and launch actions.	Tested idea, offer, systems, digital plan and sustainability commitments.
Enterprise adviser or mentor	Decisions, local requirements, funding routes, priorities and accountability.	Specific questions and evidence from your workbook.
Equine professional network	Welfare, operations, suppliers, customers, industry standards and contacts.	Clear enterprise concept and professional commitments.
Youth or employment support	Confidence, access, training, work experience, applications and progression.	Career plan, strengths, portfolio and next steps.

CURRENT INFORMATION

Use official sources to check current eligibility, dates, cost and available support in your country or region.

Activity 32: Find Your Next Enterprise Support

Choose support that matches your current stage and the decision you need to make next.

TASK

Research current support in your country or region.

GOAL

Identify one realistic next contact and prepare a clear request.

Support option	Provider or organisation	What it offers	Eligibility or cost	Next date	How to contact
Business course					
Mentoring or advice					
Funding or finance guidance					
Equine sector network					
Youth or employment support					

The first support I will contact

I will contact _____ by _____.

My question or request

I am developing... I have already completed... I need support with...

Activity 33: Prepare for a Business Course or Adviser Meeting

Arrive with your evidence organised so the support can focus on the decisions that matter most.

TASK

Gather the strongest outputs from the six YEI modules.

GOAL

Use professional support efficiently and show the progress you have already made.

Bring this	Ready	Needs work	Where it is stored	Question I want to ask
Strengths, values and career direction	☐	☐		
Problem evidence and NABC concept	☐	☐		
Tested offer and customer feedback	☐	☐		
Enterprise systems, goals and funding plan	☐	☐		
Digital customer journey and trust rules	☐	☐		
Sustainability, welfare and resilience plan	☐	☐		

My three questions

1. _____ 2. _____ 3. _____

The decision I want help to make

Activity 34: Complete Your Equine Innovator Plan

Bring the strongest outputs from all six modules into one clear enterprise overview.

TASK

Summarise who you are, the value you create and how the enterprise will operate responsibly.

GOAL

Create a one page foundation for mentoring, training, funding and launch decisions.

Who I am: Module 1

My strengths, values, pathway and evidence.

My idea: Modules 2 and 3

The problem, NABC concept, tested offer and customer evidence.

My enterprise: Module 4

Business model, customer experience, systems, goals and funding.

My digital business: Module 5

Customer journey, presence, systems, payments, trust and AI use.

My future proofing: Module 6

Welfare pledge, environmental actions, community impact and resilience.

My next milestone

The most important result I will achieve by _____ is _____.

Activity 35: Your Ninety Day Future Proofing Action Plan

Choose a small number of actions that move your enterprise forward while protecting standards and workload.

TASK

Plan the next thirteen weeks with clear measures and support.

GOAL

Turn the workbook into action and build momentum after the course.

Period	Main action	Why it matters	Support needed	Evidence of completion
Weeks 1 to 2				
Weeks 3 to 4				
Month 2				
Month 3				

My accountability person

I will review progress with _____ every _____.

My measure of success after ninety days

The standard I will protect while growing

Final Reflection

Future proofing is a continuing practice. Strong enterprises keep learning, record evidence, review their impact and adapt without losing their purpose or welfare standards.

The most important thing I learned

The decision I now feel more confident making

The person or organisation I will contact next

My commitment

I will build an equine future that...

WORKBOOK COMPLETE

Keep this workbook with the outputs from Modules 1 to 5. Review your plans regularly and update them as your enterprise, evidence and responsibilities develop.



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