

## **PROJECT '92**

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**A DRAFT PROPOSAL TO RESTRUCTURE THE EQUESTRIAN FEDERATION OF AUSTRALIA  
TO ENSURE IMPROVED SERVICES TO MEMBERS  
AND BETTER MANAGEMENT.**

**REVIEW MANAGEMENT COMMITTEE  
SEPTEMBER 1992**

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## 1. INTRODUCTION

This report has been prepared by the Review Management Committee appointed by EFA's Federal Council to conduct a fundamental review of the strategy, structure and systems of the Federation. The review, known as "Project '92", was commissioned by Federal Council in November 1991, and commenced in January 1992.

This report contains a detailed proposal to restructure the EFA to ensure improved membership services and benefits to members and better management of the organisation into the 1990s and beyond. A shorter version of the report is available separately.

The proposal for restructuring is the result of an intensive process of preparation, which has involved:

- A detailed review of the EFA's past performance, undertaken by an independent management consultant (Martin Stewart-Weeks of The Albany Consulting Group).

This review is the subject of an earlier report and summary which has been made widely available to EFA members and the media.

- A thorough process of consultation, which provided opportunities for as many EFA members as possible to make a contribution to the review.

A total of 12 public meetings were held, covering every State (except the Northern Territory). Over 200 questionnaires were circulated to nominated people in all EFA Branches and the consultant conducted a series of "in depth" interviews with over 30 people at all levels in the organisation, including competitive and recreational riders.

The major changes proposed in the report are summarised in an Executive Summary to the report.

After the summary, the rest of the report is in three parts:

**Part I** contains a Statement of Corporate Purpose, which simply seeks to set out what the restructured organisation is actually trying to achieve.

It is a statement of "corporate" purpose because it is designed to provide a sense of direction and common purpose to the whole organisation, not just to the national body.

**Part II** spells out the restructuring proposal itself. The proposal has already been subject to discussion and review within EFA. Several significant changes to the proposal have already been made as a result of ideas, concerns and suggestions put to the Review Management Committee.

**Part III** sets out what will happen both to this proposal for restructuring and in the implementation phase if it is adopted either at the EFA's Annual General Meeting in October 1992 or at a special meeting in January 1993.

The key to finalisation is the overriding concern to allow sufficient time for all EFA members to understand and discuss the proposals for change.

A series of public meetings is being arranged in each State and an opinion poll to ascertain members' views about the proposed changes is being conducted, under the auspices of the EFA's auditors.

Further details will be provided in the material circulated to EFA members.



## EXECUTIVE SUMMARY

There are four elements around which the proposals for change outlined in this report have been built:

- *A single Constitution for the EFA with all its elements brought together in a single, simple and effective corporate structure.*
- *A strong Discipline focus for the organisation.*
- *An elected component on all key decision-making bodies in the new structure.*
- *Clear, simple and effective lines of accountability, which run ultimately through to the members themselves.*

Two further fundamental principles have been important in shaping the proposal for change.

Firstly, the new structure provides an opportunity for the EFA to maximise the impact of its numbers across Australia to negotiate more effectively for improved profile and for significant benefits in terms of discounts for members for key services (for example, hotel accommodation, petrol, equipment etc).

In fact, on an initial analysis of the financial impact of the proposed changes, and assuming only modest success in negotiating discount and other deals, it is likely that many EFA members may be able to recoup some of the cost of their membership and registration.

Secondly, nothing will be done in introducing the changes to jeopardise any source of revenue currently enjoyed either by the EFA or the State Branches. This includes, as a matter of some priority, funding from State Governments.

The major changes proposed by the proposal outlined in this report are as follows:

### CURRENT ELEMENTS TO BE ABOLISHED

The following elements in the current EFA structure will be abolished:

- Federal Council (see Annual General Meeting below)
- Federal Executive
- State Branch Committees (see State Councils below)
- Secretary-General (see Chief Executive Officer below)
- State Branch Offices (see State Offices below)

CURRENT ELEMENTS TO BE SIGNIFICANTLY REVISED

The following elements in the current structure will be retained, but significantly revised to ensure they operate more efficiently and effectively:

- National Discipline Committees
- State Discipline Committees.

NEW ELEMENTS TO BE INTRODUCED

- Annual General Meeting of all EFA members across Australia. Meetings will rotate around various State locations. Key elections (especially for the Board), will be by postal ballot of the full membership.
- Regional and State Forums across Australia, giving ordinary members a chance to have direct input to the management and direction of their organisation.
- State Councils, as smaller, more representative bodies focusing on equestrian issues in their regions. The Councils effectively replace the existing State Branch Committees.
- The EFA Board.
- Chief Executive Officer (this position is effectively the current Secretary-General position in EFA; however, the CEO position would go beyond the Secretary-General position and fulfil a key senior executive management role for the Federation).
- State Offices (replacing current State Branch offices).

CONSTITUTIONAL REFORM

To give effect to the proposed restructuring, it may be necessary effectively to wind up both the EFA as a national entity and the existing State Branches.

In their place, a "new" organisation will be established along the lines outlined in this proposal.

The organisation will be new in both a technical sense and in terms of the new profile it will present. But the transition will be carried out in such a way as to minimise unnecessary disruption and cost. Legal advice is to be sought about the possibility of revising the existing constitutional documents, rather than going through the cost of registering a new organisation from scratch.



The end result will be a single organisation with a single constitution (or Memorandum and Articles) with a capacity to establish, under that same constitution, Discipline and regional structures as required.

In addition, the transition will be careful to quarantine specific resources in State Branches to make sure those are kept in the respective States, for the benefit of members in that State.

#### TRANSITIONAL ARRANGEMENTS

A detailed implementation program has been developed which will see the proposed changes phased in gradually over the next three years.

This will allow time for each key part of the new structure to be put in place carefully and properly. It will also allow people to see each part of the new organisation in operation so that confidence can be built up from direct experience, rather than purely on the basis of the claims and priorities outlined in this report.

Implementation of the proposals for restructuring outlined in this report will be undertaken in two distinct stages.

IN STAGE 1 all funds currently held by the State Branches (except those resources normally used to run the Branches - e.g. membership and registration fees, government grants etc) will be placed into specially established Trust Funds.

#### The Trust Funds:

- Will be administered by three trustees in each State, two to be nominated by the current Branch Committee and the third being the EFA President.
- Can only be used on projects for the benefit of EFA members in that State. In other words, they cannot be used for projects elsewhere in Australia or at the discretion of the EFA Board.

Generally, once established, no new funds will be added to the Trust Funds after an agreed deadline, except in some special circumstances.

This first stage of the implementation process will effectively "quarantine" all existing funds in State Branches. That will ensure that these resources can only be used for the purposes for which they were originally raised - that is, for the benefit of EFA members in each State. It provides protection to those funds currently in the system, but which are seen as the property of each individual State.

IN STAGE 2 the following steps will be undertaken:

- (1) Establishing the information, management and budgetary systems for national membership, horse registration and performance recording.
- (2) Establishing a national mailing list of all current EFA members from existing State Branch lists, and preparing the format and style of a national EFA newsletter.
- (3) Collation of all current financial management information from each State Branch as the basis for a new consolidated budgetary process.
- (4) Preparing for the new elements in the structure, especially Regional and State Forums, Discipline committee structures and the Board.
- (5) Establishing systems for planning, budgeting and monitoring for Disciplines, State Councils and State offices.

In broad terms, Disciplines and State offices will prepare budgets, reflecting their development plans, which will be discussed with and approved by the Board.

Performance will be monitored against those plans and budgets and evaluated on a regular basis.



## **PART I: A STATEMENT OF CORPORATE PURPOSE**

*This first part of the restructuring proposal spells out the key goals and objectives which the EFA should be aiming to achieve over the next few years.*

*The Statement of Corporate Purpose has been developed on the basis of the contributions made by ordinary EFA members throughout the review process.*

### **1. INTRODUCTION**

This Purpose Statement stands at the core of the proposals for restructuring the organisation.

It explains, in clear and simple terms:

- \* What the organisation wants to achieve, and why.
- \* To whom it intends to provide a range of both rider and non-rider benefits.
- \* The specific services it will provide.
- \* The most immediate priorities which need to be addressed in order to achieve these ambitions.

In other words, the Purpose Statement is a way of explaining *why* the EFA is to be restructured and what the changes to be introduced are designed to achieve.

The Statement reflects the major findings from the initial review of performance undertaken as the first stage of the Project 92 review. These included the need to:

- *Provide a much higher level of real service to its core membership.*
- *Build the profile and image of equestrian sports as a strong, vibrant and successful Australian sport.*
- *Improve the communication both within the organisation and between the organisation and its major "stakeholders" (that is, with other people and organisations who have a genuine stake in its success or failure.)*

In simple terms, the key finding to emerge from Project '92 is that, if the organisation wants to tackle these issues effectively and, more positively, to achieve the goals outlined in this Statement, it must embrace the changes to its structure and operations.

## **2. PURPOSE STATEMENT**

1. The Equestrian Federation of Australia seeks to represent, and provide services to, people engaged in Australian equestrian sports either at a competitive or recreational level.
2. EFA seeks to provide leadership and coordination amongst those involved in the leisure sector of Australian equestrian activities.
3. EFA seeks to encourage the ownership and enjoyment of horses and help talented equestrians to realise their full potential in top international competition.

## **3. BASIC STRUCTURE AND MEMBERSHIP**

The EFA will be a single national organisation, constituted with a single Memorandum and Articles of Association.

Core disciplines which will initially be an integral part of the EFA will be:

- *Showjumping.*
- *Eventing.*
- *Dressage.*
- *Hacking.*
- *NCAS.*

Other, related equestrian organisations will have the opportunity to take up Associate Membership status of the EFA. In the longer term, there is a possibility for the EFA to evolve into a broader "umbrella" body for a wider range of equestrian sports currently the focus of separate organisations.

Similarly, membership of the EFA will be constituted on a national basis.

There will be three categories of membership:

- Individual.
- Corporate or "Affiliated" (that is, for a club or associated equestrian organisation).
- Life.

Fees for membership will be on a sliding scale reflecting the degree and formality of involvement in equestrian sports, all members around Australia will join the organisation on the same basis.

Members will not have to de-register and re-register if they move from State to State.

Payment of the appropriate fees for membership and horse registration, once a year, will entitle each member to the relevant privileges and responsibilities of EFA membership wherever they are in Australia.

#### **4. CUSTOMERS, SERVICES AND BENEFITS**

The core of the reformed EFA is the notion of service.

The fundamental purpose of the EFA, in that sense, is to provide quality services to satisfied customers, whether they are current or prospective Olympians, recreational and lower-level competitive riders or the parents of new, younger riders.

But what matters most to those customers is not the specific service they receive for their membership, but the *real benefit* those services deliver to them.

The intention, always, must be to provide benefits to members that they value and are prepared to pay for.

The EFA key customer groups are:

1. *Recreational riders.*
2. *Competitive riders.*
3. *International riders.*
4. *Non-riding customers (e.g. horse owners, families etc)*
5. *Affiliated organisations in the leisure sector of equestrian activities.*

**A summary of the services and benefits to be provided to these five key customer groups is provided at Attachment 1 to this Statement.**

As a way of summarising what those benefits mean in real terms, they can be reflected in the following list of key functions on which the EFA will focus its attention and resources:

- \* Unified and national membership, horse registration and performance recording information systems.



- \* The consistent application of a standard set of rules, including a "judiciary" function, and the associated voluntary infrastructure (officials, course builders etc) needed to run effective accredited events in all Disciplines around Australia.
- \* Coaching development programs.
- \* Skills development and accreditation for coaches, officials etc.
- \* Insurance services.
- \* Negotiating packages of non-riding benefits for members (e.g. discounts, special offers on related services such as travel, equipment etc).
- \* Relationship of EFA to national and international equestrian bodies (e.g. Australian Olympic Committee, Australian Sports Commission, FEI).
- \* Selecting, supporting and managing teams involved in major international competition here and overseas.

#### **5. IMMEDIATE PRIORITIES**

This Statement has outlined the purpose and scope of the EFA.

It has described what the organisation intends to achieve, and the specific services and benefits it intends to deliver to its key customer groups.

However, if the organisation is to be successful, and in the light of the other findings to emerge from the Project '92 process, there are some immediate priorities which need to be addressed.

These are:

##### **1. Restore and nurture the respect and confidence of its members.**

The overriding priority for EFA must be to regain and then to nurture the respect and confidence of its members.

There are some important steps to be taken towards that ambition - better and more consistent communication, tightening up key policies and procedures, being seen to be more open, more informative and more responsive to the needs of all members.

The single most significant step, however, that can be taken in this direction is to implement quickly and effectively a reform package which emerges from Project '92.

It is particularly important, in doing so, that EFA makes sure it keeps people fully informed about what is happening.

2. **Financial strength and sustained membership support and growth.**

No organisation can operate effectively without a strong and effective financial base, sound management systems and an efficient structure.

EFA has to address this priority primarily by increasing its membership base so that there is more revenue to achieve its broader development goals at all levels of equestrian sport.

3. **Change the organisation structure and reform systems and procedures.**

The improvements and benefits foreshadowed in this Statement, or in other elements of the Project '92 reform package, can be achieved more readily if the EFA quickly moves to become a single national organisation. Decentralised administration and service delivery structures, especially within each of the Disciplines, will be maintained.

The primary focus for the organisation will be on the individual Disciplines working in a genuinely national framework. Administrative support - but not a specific decision-making power - will still be provided at State or regional level.

Similarly, the proposal will involve uniform, national membership of EFA and registration of riders and horses.

It is around these two fundamental reforms that the whole of the rest of the reform package is built.

4. **Establish national development priorities.**

EFA must, as quickly as possible, establish long-term development targets and ambitions, at all levels of equestrian sport, and make sure those targets and ambitions have genuinely national support.

Those development priorities should then drive all the other actions, strategies and initiatives within the organisation, right across Australia.

## Attachment 1.

EFA CUSTOMERS, SERVICES AND BENEFITS

CUSTOMERS	SERVICES	BENEFITS
<i>Restricted Competition Riders</i>	1. Infrastructure(A)	Ability to progress
	2. Facilities	Convenience/safety
	3. Insurance	Security/ convenience/cost savings
	4. Horse registration	Q u a l i t y control/access
	5. Discounts on related goods and services	Cost savings
	6. Single national membership	Convenience
	7. Communications	Networks/contact
<i>Open Competition Riders</i>	All services and benefits 1-7 above	
	PLUS	
	8. Rules and enforcement	Safety/fairness
	9. Organising events	O f f i c i a l recognition
	10. Coaching/schools	Skill development/ quality assurance
	11. National recording and performance grading	Recognition/ standards/quality control/consistency



	12. Capacity to arrange funding - government and commercial sponsorship etc	Financial security
<i>Top International Riders</i>	All services and benefits 1-12 above PLUS	
	13. International events	Career development
	14. Links to FEI/AOC/ASC	Access to networks
	15. High-level coaching	International accreditation and recognition
	16. Entry to international competition and travel arrangements	Convenience/official recognition
<i>Affiliated Members</i>	17. Events planning	Setting and maintaining standards
	18. Measuring and swabbing	Discipline/quality assurance
	19. Access to judges and officials	Maximising impact/appeal of events
<i>Non-riding members (Horse owners)</i>	All services and benefits 1 - 16 may apply, depending on level of interest and involvement.	Safety/fairness Rules/enforcement Convenience Security Official recognition Quality control (performance grading)

<i>Non-riding members (Officials)</i>	No.7 (Communications)	Network/belonging
	No.8 (rules/enforcement)	
	No.20 Accreditation	Recognition of skills
	No.21 Training and development	
	No.3 (Insurance)	Part of "system"/prestige
	No.5 (Discounts)	
<i>Non-riding members (Horse enthusiasts)</i>	Nos. 5,6, 7 and 9	

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**Note (A)** The notion of "infrastructure" in this context covers those activities and services provided by EFA to arrange, organise, judge, officiate and report on official competitions across all disciplines.

**Note (B)** Reference throughout this proposal has been made to two main categories of riding members of the EFA.

"Restricted" competition riders are those participating in lower levels of competition in each Discipline and in relatively few competitions each year.

"Open" competition riders are those taking part in higher levels of competition and involving participation in more competitions across the circuit either in their own State or across Australia and overseas.

## **PART II: THE RESTRUCTURING PROPOSAL**

*In this second part of the report, a detailed proposal to restructure the EFA is presented and explained.*

### **PRINCIPLES FOR RESTRUCTURING**

It is important to keep in mind some basic principles which have been used to shape the proposal outlined in this part of the report.

These principles reflect both the nature of the "business" which EFA is in as well the type of organisation it is.

1. The new organisation must combine strong national control of key functions with equally strong local autonomy and the capacity to respond quickly and directly to the needs and demands of members "on the ground".
2. At one and the same time, EFA is both a substantial business enterprise and a community organisation directly responsible to its members. That means that it needs efficient, modern and professional management, which requires an efficient and "lean" structure. But it also needs to be responsive and responsible to its members, a function which requires a different sort of structure which, from the point of view of running a business, can be seen as "cumbersome" and "inefficient."

The structure, therefore, must recognise that, while the "business" part of the organisation has to be separate from the "consultative" part, they have to be brought together at important points.

3. The basic building blocks of the restructuring are:
  - A single *national organisation*, run by a small, properly qualified Board accountable to the full membership.
  - A *national membership and registration system* across Australia.
  - A *strong Discipline focus* as the basis for developing the sport, rather than the State Branches.
4. In all of the following areas, it will be essential to establish *national policies and procedures* which will be binding on all parts of the organisation.



These policies and procedures will be developed only after full consultation with, and discussion amongst, key appropriately qualified groups and individuals around the entire organisation.

The areas are:

- Membership
- Registration
- Fees
- Marketing and sponsorship
- Communication
- Development
- Competition and Events
- Coaching and accreditation
- Selection and International competition
- Judiciary/appeals
- Relationships to FEI/ASC/AOC etc.

Although the approach to these critical functions must be determined and controlled nationally, they will, in many cases, require effective delivery at regional and local level.

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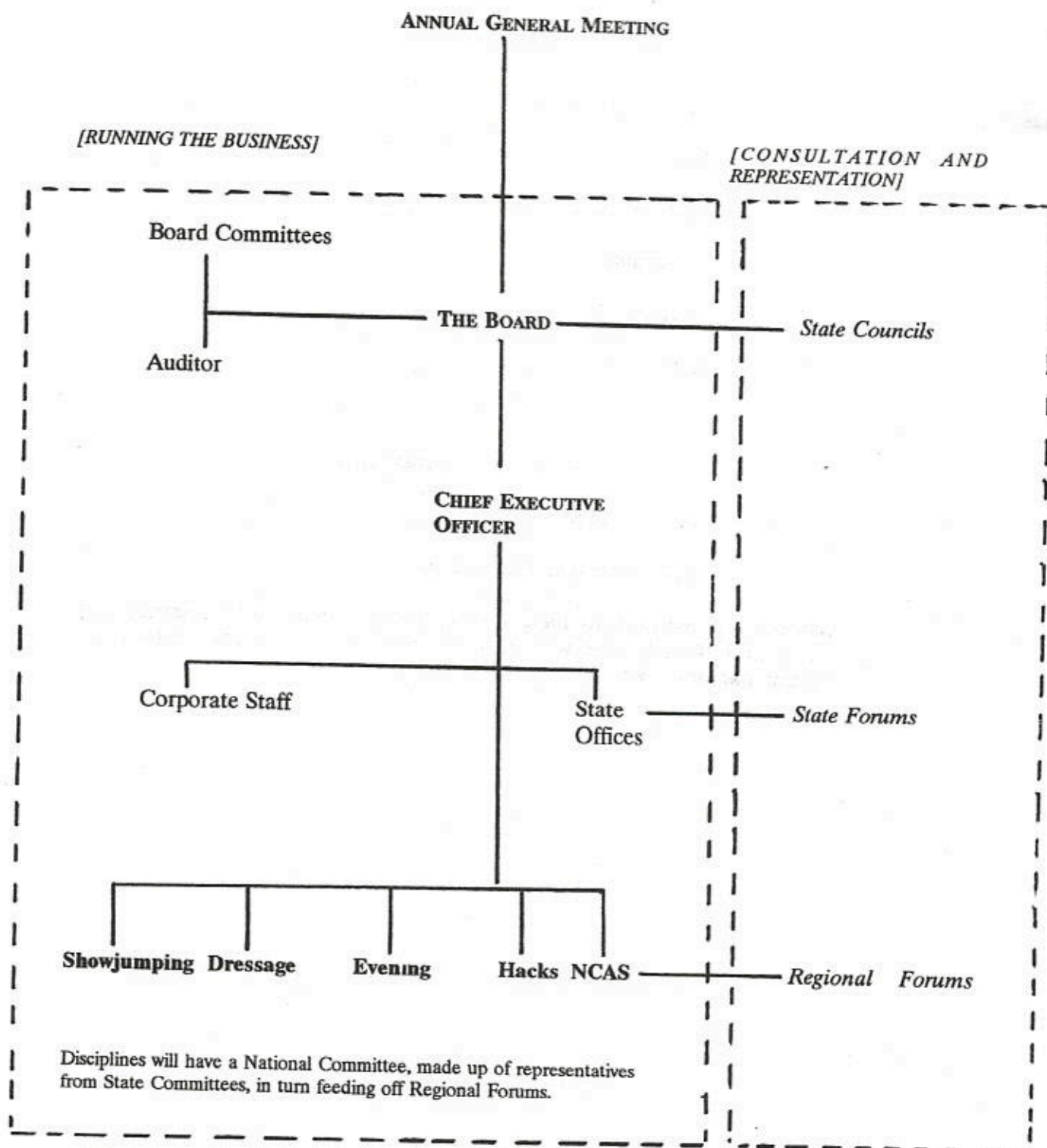
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**EFA: THE NEW ORGANISATION CHART**

ELEMENT	ROLE AND RESPONSIBILITIES	STRUCTURE/MANAGEMENT
<b>Regional Forum</b>	<p>Annual meeting of all EFA members in that region to look at issues of funding, special projects, competition issues, other general matters of concern to members.</p> <p>Elect a regional representative to each State Discipline Committee.</p> <p>Elect a representative to sit on State Council.</p> <p>Initial proposed Regions:</p>	<p>Meeting convened by State office and attended by at least 2 members of State Council, senior staff in State Office, the regional representative on each State Discipline Committee and representatives of organisations within the region who conduct events affiliated with EFA.</p>
	<p><u>Queensland</u> Brisbane/Gold Coast Central Queensland Darling Downs North Queensland North Coast</p>	<p><u>NSW</u> Sydney Hunter New England South Coast Canberra/Riverina Central West</p>
	<p><u>Victoria</u> Melbourne Eastern (Sale) Western North Eastern</p>	<p><u>SA</u> Adelaide South Eastern Mid-Northern Eyre Peninsula Darwin Alice Springs [NT not to be a separate Branch at this stage].</p>
	<p><u>Tasmania</u> Hobart Launceston North Western</p>	<p><u>WA</u> Perth South West North West Geraldton</p>

These suggestions are for discussion only. Final decisions on actual regions within each State will be made by each State Council.

ELEMENT	ROLE AND RESPONSIBILITIES	STRUCTURE/MANAGEMENT
<b>State Forums</b>	<p>An annual meeting to be held in each State and to be open to all members in that State (ie cross-regional and cross-disciplinary).</p> <p>Focus of discussions will be on State funding issues, special projects which require additional levies on members in that State and an open forum for general discussion by members.</p> <p>State Council will also be the focus for resolving outstanding issues affecting each Discipline.</p>	<p>Each Forum to be attended by at least 2 members of the EFA Board, the Chief Executive Officer, all members of State Council and 2 representatives from each State Discipline Committee.</p>
<b>State Councils</b>	<p>The focus for, and representative of, the EFA in that State.</p> <p>Oversight of, and support to, Discipline-based activities.</p> <p>Infrastructure and services to members.</p> <p>Judiciary structure and systems.</p> <p>Appointment of State Coaching Committee.</p> <p>Nomination of a representative to sit on the EFA Board (if required).</p>	<p>1 member from each Regional Forum.</p> <p>1 representative from each State Discipline Committee.</p> <p>Up to 2 additional members can be co-opted if required.</p>
<b>State Discipline Committees</b>	<p>Allocation of State titles and organising State event calendars.</p> <p>Conduct major State events in that Discipline.</p>	<p>1 member elected from each Regional Forum in the State and 6 members elected by all eligible members of that Discipline in that State.</p>



ELEMENT	ROLE AND RESPONSIBILITIES	STRUCTURE/MANAGEMENT
	<p>Appoint a representative to be a member of the National Discipline Committee.</p> <p>Appoint a representative to the State Council.</p> <p>Selection and administration of State squads.</p> <p>Conduct, at least once a year (and more often if required) a State Discipline Conference, with a focus especially on representation from riders. The Conferences will build on and include existing Forums and have a strong focus on action and reporting progress back on specific items.</p> <p>Depending on the strength of the discipline, regional discipline committees will also be formed.</p>	
<b>National Discipline Committees</b>	<p>Formulation and consistent application of rules for that Discipline, within broad policy framework set by EFA Board (within that framework, NDCs will not have to refer rule issues back to Board for ratification).</p>	<p>1 delegate from each State Discipline Committee.</p> <p>4 members elected in a national ballot of discipline members across Australia.</p>
	<p>Allocation of national titles.</p> <p>Selection and support for national teams.</p> <p>Preparation of a Five-Year Development Plan for the Discipline, plus associated long term budgets and an Annual Operating Plan (including each year's budget) - to be approved by the EFA Board.</p> <p>Selection, training and support for officials, technical delegates etc.</p>	

ELEMENT	ROLE AND RESPONSIBILITIES	STRUCTURE/MANAGEMENT
	Conduct of a National Discipline Conference to allow everyone involved in the discipline to contribute and discuss ideas, concerns and plans for the future.	
<i>NCAS/ National Coaching Committee</i>	Responsible for coaching development and accreditation on a national basis, with services being delivered on a local, devolved basis.	EFA Board to appoint a small committee to work with National Coaching Director.
	Liaising with State Coaching Committees, NDCs and Regional Councils to get coaching programs working on the ground.	Representation from State Coaching Committees.
<i>The Board</i>	Responsibility for all aspects of the management and conduct of the EFA's affairs and to protect and promote the best long-term interests of the whole organisation.	6 Directors elected by a full postal ballot of all EFA members across Australia.
	Primary focus on effective financial management, effective services to grass-roots members and international representation.	President elected by the whole Board, but only from amongst the 6 nationally-elected Directors.
	Building good working links to other elements in the structure, and keeping in close contact with grass-roots feelings and concerns.	If a State is not represented as a result of the election, additional nominations will be made to the Board by the relevant State Council.
<i>Chief Executive Officer</i>	Responsible to the Board for all day-to-day management of the EFA.	Appointed by the EFA Board on a 5-year performance contract with incentive provisions to link salary to capacity to raise sponsorship and related additional resources.
	Implementation of the Corporate Plan and associated Budgets.	
	Oversight of all other EFA executive staff.	

ELEMENT	ROLE AND RESPONSIBILITIES	STRUCTURE/MANAGEMENT
<i>Corporate Executive Staff</i>	<p>Initially, EFA will manage with no more executive staff than current budgets across the whole organisation can afford.</p> <p>Priorities will be on national membership, registration and performance recording systems, getting new business and consultation elements in place and coaching.</p> <p>Later, and only as resources allow, additional positions in areas such as Finance, Marketing, Development will be appointed.</p> <p>Each of the Disciplines will also have, as and when resources allow, full-time executive staff to assist in their critical responsibilities.</p>	
<i>State Offices</i>	<p>In each State, a State EFA Office will be staffed by a one or two person team, responsible to the CEO and providing administrative support to the Disciplines. Also responsible for support for Regional and State Forums.</p> <p>State EFA Office staff will be appointed by the State Councils, with input from the CEO.</p>	
<i>Voting Entitlements</i>	<p>When an individual or club/organisation joins the EFA, they will be entitled to two "free" votes (that is, automatic entitlement as a function of their core membership fee):</p> <ul style="list-style-type: none"> <li>- One vote for the EFA Board</li> <li>- One vote for the State Discipline Committee in the discipline of their choice.</li> </ul> <p>If members wish to be more closely involved in more than one Discipline, they can indicate their preference at the time they become members or renew their membership. For each <i>additional</i> Discipline to which they wish to contribute and for which they wish to vote, they will pay an additional, but nominal sum (e.g. \$5).</p>	



All details of members' voting entitlements will be held on the EFA information system as the basis for conducting the various elections at Board and Committee level.

**National  
Membership  
and  
Registration**

A central element in the proposed changes is the introduction of a national system for individual/affiliate membership of EFA and a similar system for horse registration.

That means that, wherever people choose to join the EFA, base membership fees and horse registration costs will be the same across Australia.

It also means that a national information system will be created from the several systems currently operating in each Branch (and nationally). This will allow details of members, horse registrations and performances to be quickly and easily tracked as long as people are members and wherever they move or compete across Australia.

At this stage, it is proposed that:

- Membership and horse registration details will be lodged with the State Office initially.
- All inputting will then be done at the central office where the central data base will be held and managed. Eventually, this work can be devolved to the State Offices once the information system is fully "on-line".
- For performance details, and the related issue of performance cards, information will be handled by the State Office with regular exchange of information across the organisation via the central EFA office.

For most members, there will be little outward difference in the way they join the EFA or seek their cards and performance details. However, with an integrated information system, the EFA will be (for the first time) in a position to deliver a consistent national membership and registration system.

A full review of existing information systems, with specific recommendations about how those systems need to be adapted to ensure more effective integration, will be undertaken so that changes can be in place and ready to operate by 1 July 1993.

**Financial  
Analysis**

An initial analysis has been undertaken to demonstrate whether or not the proposed new structure can be financed.

The analysis is an initial review only at this stage. Also, it only covers administrative and office-expense issues. It does not take into account costs associated with competitions and discipline-related activities.

A detailed summary of the analysis is provided in the tables at Attachment 1 to this proposal.

The important point to emphasise about the analysis is that:

- On the assumptions used for the analysis, and spelled out in the tables, it is clear that, at the administrative level, the proposed new structure can be supported.
- For the majority of EFA members, that situation can be achieved with a reduction in their membership and registration costs.

That does not, however, take into account the significant additional benefits which will be available to EFA members through negotiating major discounts for key services such as hotels, petrol and equipment. An agreement is already confirmed with a major hotel chain to provide discount benefits for EFA members. Similar agreements are currently being negotiated in other key areas.

For the purposes of these calculations, the following assumptions about key membership costs were made:

- There will be a base rate of \$60 per person per year for membership of EFA (Juniors will be \$35 and Affiliates \$25).
- A performance card for those performing at the lowest levels of competition (however that is defined in the various disciplines) will cost \$10. A card for those competing at the higher levels will be \$15.
- Life registration for will cost \$35 per horse.

These figures provide an indication of the fee structure necessary to sustain the EFA's administrative structure and provide the basic membership and registration services to members.

They also include an assumption of continued State Government support. A key principle of the restructuring process has been a requirement to protect all sources of revenue, especially funds currently being provided via State Departments of Sport and Recreation.

Finally, the analysis reflects the fact that EFA will, under these proposals, generate revenue within 3 streams:

- Membership and registration fees will be controlled by the overall organisation and will be used by the EFA Board to meet the normal running expenses of the organisation



throughout Australia. Initially, these funds will be divided on the basis of a guaranteed share for each State.

- Fund-raising by the individual Disciplines, either at a national or State level, will continue. Those funds will remain under the control of those disciplines, and will be applied for the purposes for which they were raised. Those purposes and plans will be part of each Discipline's plans and budgets which are subject to approval, from time to time, by the EFA Board.
- Finally, national fund raising and marketing/sponsorship will also start to generate additional revenue. That money will also be controlled by the overall organisation and used by the Board to support major activities and projects in line with long-term development plans and strategies across the organisation.

**Key****Relationships**

The diagram at Attachment 2 to this report provides a quick summary of the key voting and representation relationships which will exist between the key elements in the proposed structure.

The diagram reflects the central position in the total structure of the State Discipline Committees.

It also summarises the mixture of representation and election which will ensure that each element remains both representative of, and properly responsive to, the interests of ordinary EFA riders and members in each Discipline.

This report has already outlined in some detail the major roles and functions for the key elements in the new structure.

However, and in summary terms only, each of the elements will be responsible for the following key functions and activities:

*Discipline Committees (State and National)*

Preparation of Development Plans for the growth and development of each Discipline, and implementation of the resulting strategies and initiatives. The major focus of the organisation will be on the Disciplines, working within the framework of corporate policies and objectives.

*The Board*

Responsible for establishing, after a process of full consultation, overall directions and priorities for the EFA which will be set out in a Corporate Plan. Also responsible for making sure that fundamental management systems are in place and are working, especially in



relation to budgeting and financial management but also including human resource management, selection procedures, appeal and "judicial" systems etc.

### *State Councils*

The representative body of the EFA in each State, and therefore responsible for the promotion and protection of the EFA's interests in the context of the Corporate Plan and national policies and priorities.

### *Selection and Selectors*

As part of the new structure, the following provisions for selectors and selection would also be introduced:

- Nominations for selectors will be called from all registered EFA members in that Discipline, probably at the time other elections in that Discipline are held.
- The National Discipline Committee will then be responsible for appointing by election the selectors, including a list of "reserve" selectors from amongst those nominated.
- The Board shall ratify appointments unless it finds an elected selector is ineligible due to a conflict of interest.

It will then be a major responsibility of each Discipline, in conjunction with its Disciplines, to develop, publish and circulate widely to their members a full explanation of key selection policies, procedures and expectations.

### *State Equestrian Facilities*

In the early consultations on the draft of this report, considerable discussion focused on the status of the State Equestrian Centre (SEC) in WA.

Clearly, there are special and peculiar circumstances surrounding the way in which the SEC was developed, funded and managed.

Project '92 did not have a mandate to attempt to resolve the issue in any detail. However, it is recognised as critical to any transition process to a new national structure. A full review, using appropriate skills and focusing on the special issues affecting the Centre, will therefore be needed as part of the initial transition arrangements. The review will have the task of recommending how best to accommodate and address the issues relating to the SEC within the broad context of the structural changes within EFA.

Similar issues arise in other States, for example at Werribee in Victoria and at Fig Tree Pocket in Queensland. In that sense, the overall issue is not specific to WA. In all cases, however, the same case-by-case analysis will be required to ensure that transitional arrangements are put in place to protect the best interests of EFA members both in each State and across Australia.

### **PART III: WHAT HAPPENS NEXT?**

*In this final part of the report, an implementation strategy is outlined.*

#### **THE IMPLEMENTATION STRATEGY**

The proposed changes to EFA's structure will be implemented in three phases over the next three years.

This will allow each major element to be implemented carefully and properly. It will also allow EFA members to become familiar with, and confident in, the new arrangements in a gradual way, rather than having to rely simply on the priorities and directions outlined in this and related reports.

The implementation program will be as follows:

##### **INITIAL DECISION**

An opinion poll to gauge the opinions of all current EFA members will be held to obtain feedback on the proposals for change. Responses to the poll (see the attached questionnaire) will be collated by the EFA's Federal Office.

Based on the result of the poll, formal recommendations for the adoption of the restructuring proposal will be submitted to the Federal Council, probably for consideration at the EFA's Annual General Meeting in October 1992.

If that is not possible, a special meeting of the Council will be held in January 1993 to finalise the decision.

##### **PHASE 1**

Preparation for, and implementation of, the national membership and horse registration system, including related information system development.

Establishment of Trust Funds for current State Branch funds/resources which need proper quarantining from the transitional arrangements.

Appointment of a Promotions and Marketing Officer to develop detailed and practical strategies for improved marketing of EFA and improved services to members.

**Phase 1 will be complete by 1 July 1993.**

**PHASE 2**

Implementation of Discipline Structures, especially at the State level, which will also involve an initial round of Regional and State Forums.

**Phase 2 will be completed by 31 December 1993**

**PHASE 3**

Election of an Interim EFA Board and replacement of current State Branch Committees with State Councils.

**This phase will be completed by 1 July 1995.**

At this point, the full set of new arrangements will be in place and operating. That allows an 18 month period to make the transition from current to new governing structures at both the State and national level.

The current Federal Council will remain in place until the full new arrangements are ready to assume responsibility.



## EQUESTRIAN FEDERATION OF AUSTRALIA INCORPORATED

## Attachment 1

## COMBINED ADMINISTRATION BUDGET FOR NATIONAL ASSOCIATION

ITEM	NSW	VIC	QLD	SA	WA	TAS	FED	TOTAL
<b>RECEIPTS</b>								
Membership								
Senior Note 1							510000	510000
Junior Note 2							105000	105000
Associate Note 3							8750	8750
Other							6500	6500
Affiliation Fees Note 4							18000	18000
Government Grants								
Administration		10000	20000				100000	130000
Insurance Administration							30000	30000
Interest Received							5000	5000
Joining Fees Note 5							30000	30000
Name Changes							3000	3000
Performance Cards (Full)							165000	165000
Performance Cards (Res.)							110000	110000
Performance Certificates							25000	25000
Registration Fees Note 6							175000	175000
Transfers Note 7							12500	12500
Sundry Income							10000	10000
Sale of Stock (Net)							12000	12000
<b>ANNUAL RECEIPTS</b>	0	10000	20000	0	0	0	1325750	1355750
<b>EXPENDITURE</b>								
Advertising							5000	5000
Audit Fees							20000	20000
Bank Charges & Taxes	500	500	300	300	300	100	4000	6000
Computer Costs	1250	1250	1000	1000	1000	500	5000	11000
Donations & Tributes							500	500
Fees & Subscriptions							16000	16000
F.E.I. General Assembly							7000	7000
Insurances (Workcover)	450	450	350	350	400	200	1800	4000
Insurances (Other General)							10000	10000
Legal Fees							5000	5000
Meeting Expenses							4000	4000
Newsletter (Net Cost)							35000	35000
Office Costs: Rent, L&P etc	7500	10000	8000	8000	8000		25000	66500
: Stationery	3000	3000	2000	2000	2000	1000	70000	83000
Postage & Freight	1500	1500	1000	1000	1000	500	60000	66500
Secretarial Wages etc *	60000	72000	60000	60000	60000	30000	246000	588000
Telephone & Fax	5000	5000	2500	2500	2500	800	14000	32300
Travel & Accom (Staff)	1000	1000	1000	1000	1250	1000	20000	26250
Travel & Accom (Meetings)**							130200	130200
I.C. & D. Fund Transfer							115000	115000
Other Expenditure							10000	10000
<b>ANNUAL EXPENDITURE</b>	80200	94700	76150	76150	76450	34100	803500	1241250
<b>TOTAL SURPLUS/DEFICIT</b>	-80200	-84700	-56150	-76150	-76450	-34100	522250	114500

**ADDITIONAL INFORMATION IN RESPECT OF BUDGET ASSUMPTIONS**

Note 1: Senior Membership. 8500 at \$60  
 Note 2: Junior Membership. 3000 at \$35  
 Note 3: Associate Membership. 350 at \$25  
 Note 4: Affiliation Fees. 600 at \$30  
 Note 5: Joining Fees. 1000 at \$30  
 Note 6: Registration Fees. 5000 at \$35  
 Note 7: Transfers. 500 at \$25

* Employees Per State	NSW	VIC	QLD	SA	WA	TAS	FED	TOTAL
	2	2.5	2	2	2	1	7	18.5

** Travel Costs (Meetings)	No. Held per annum	Number Travelling	Unit Cost	Total Cost
National Board	6	8	600	30000
Nat. Discipline Cmtees ( 5 )	2	8	600	48000
State Council (Travel Subsidy)	6 x 4 = 24			24000 (Estimated cost per meeting \$1000)
State Forums	6	2	600	7200
Regional Forums	28 x 1 = 28			21000 (Estimated cost per Forum \$750)
				<hr/> 130200
Full Performance Certificate		11000 @ \$15		
Restricted Performance Certificate		11000 @ \$10		

**Office Staff - Federal Office**

Chief Executive Officer  
 National Coaching Director  
 Promotion and Development Officer  
 Finance Administrator  
 Office Staff (3.0)

This budget has been prepared in respect of the estimated administration income and expenditure arising from a proposed restructure of the Equestrian Federation of Australia Inc.

The figures adopted have been derived from:

- (1) information provided from the last available audited financial accounts of each State Branch
- (2) the audited financial accounts of Federal Council for the year ended 30th June 1991 and reports against budget of Federal Council for the year ended 30th June 1992
- (3) estimates of additional income and expenditure which would arise from the proposed restructure.

Whilst this budget has been prepared from information which is believed to be accurate and estimates which are believed to be fair and reasonable, no guarantee of its accuracy or effect can be or is given.

Attachment 2

KEY ELEMENTS IN THE PROPOSED NEW EFA STRUCTURE

