

APPENDICES

Appendix 4 – National Equestrian Strategy and Structure Working Group final report – dated
15 March 2023

National Equestrian Strategy & Structure Working Group (NESSWG)

RECOMMENDATIONS REPORT – MARCH 2023

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Executive Summary

The WG has worked assiduously over the past year, and I thank everyone for their contributions which has required some deep and creative thinking, the overcoming of preconceptions and sometimes embedded predilections which are to be expected as part of an exercise such as this.

It is a tribute to everyone's willingness to work together, to overcome some of those predispositions and biases, and coalesce around these recommendations.

I acknowledge THE WORKING GROUP members and the EA and ASC staff who provided invaluable assistance enabling meetings to be properly and appropriately resourced and the challenging task to be addressed professionally and thoughtfully. Each person who has been a part of this exercise is listed below.

The iteration of documents, and the keeping and tracking of progress through minutes and other materials for use by the Working Group, was essential to its work and deliberations.

The task was in two parts: strategy and structure.

Strategy was finalised with the Board and membership in August 2022 and does not feature significantly in this report which addresses the recommendations for the proposed structure for equestrian sport.

The recommendations that follow are to be read noting the four "entities" responsible for delivering the sport are referred to as Deliverers in this report, with the latter three the Primary Deliverers.

The Board of Equestrian Australia EA
Management – NSO Discipline
Committees – DCs
Local Delivery - LDs

Recommendation 1 – Member centricity to enable delivery of the nationally agreed strategy

The principle underpinning this recommendation is

The best interests of members, in whatever role, should be at the forefront of all decision making by all delivery arms and agents of the sport.

Recommendation 2 – The principles to guide decision-making and behaviours in effecting structure change.

The principle underpinning this recommendation is

Every person in equestrian sport, regardless of role, is to be treated with courtesy, politeness, and civility.

Recommendation 3

Part 1 – Roles and Responsibilities of the Board, NSO, DCs and LDs

The principles underlying this recommendation are:

A clearer role for EA in provision of leadership for Strategy and Planning, Relationships (inc Govt, FEI, National Sponsors, General Public), Compliance & Risk, Health and Safety, Integrity and Key Platforms (Education, IT, Marketing, Finance, HR)

More autonomy for national disciplines to plan and execute within their sport to achieve the goals of the national strategy – “Freedom within a framework”- There was agreement that the DCs would need to receive and be accountable for some funding but how this is to be provided is yet to be determined; there was some discussion that the ASC might be amenable to providing at least interim assistance. No new entities to be created as part of this process.

The DCs terms of reference need to be redrafted and their composition reviewed with a mix of skills based members (to provide necessary expertise) and state based members to provide the necessary local input and connection.

Retention of local delivery organisations to provide sport delivery and implementation of programs both EA and discipline based. Any change to existing entities to be evolutionary and as a result of clear benefit to members.

Included is a summary of recommended shared objectives underpinning the drivers for structure change.

Part 2 – Roles and Responsibilities: setting out the proposed task allocation, and interactions, of the NSO, DCs and LDs, the Primary Deliverers, to give effect to the recommended shared objectives and responsibilities.

The principle underpinning this recommendation is

The need for an integrated planning system that incorporates:

- A consultation and feedback process that involves LDs , DCs and EA
- An annual planning calendar with progress reviews included
- Clear metrics and accountability at all levels

Recommendation 4 – Shared Services

The principle underlying this recommendation

The move to a shared services model for delivering member services where beneficial using existing local resources not the creation of a new team in a single location

Recommendation 5 – Key enablers for implementation and outstanding matters

There are three key enablers recommended in order to effect the implementation of these Recommendations:

- financial modelling analytics,
- the deployment of an integrated annual planning system, and
- national digital transformation.

Other matters need to be factored in to the financial modelling are:

- the member fee structure,
- the flow and apportionment of member funds
- local retention of equity and assets

Recommendation 6 – Project plan and timeline

The drivers of the recommendations for structure change are:

Strategy	Equestrian in Australia: whole of sport strategic plan
Governance	A connected governance system that ensures effective oversight of the sport
Workforce	Staff and volunteers who lead, inspire and deliver our sport
Sustainability	Generating and sharing resources to meet our needs now and into the future
Shared services	A shared services model that eliminates duplication and increases efficiencies

The Board should note that the financial implications, the costs versus benefits, of the recommendations have not been considered in the absence of comprehensive data from the states and the time limited remit for the work of the Working Group.

Background

The Equestrian Australia (EA) Board commenced a process to develop a national strategy for equestrian sport in Australia and to identify the structure that will enable the most efficient and effective delivery of that strategy.

To undertake the strategy and structure work the National Equestrian Strategy and Structure Working Group (Working Group) was established to research, analyse, and gather insights across the equestrian community to develop and deliver a structural model recommendation. The strategy and structure development were two complementary and parallel pieces of work that were to converge to deliver the final strategy and structure for the whole of equestrian sport in Australia.

The initial members of the Working Group were:

1. Brett Moore, former EA Board Director
2. Joanne Stubbs, former EA Board Director, official and EA member
3. Elizabeth Owens, current EA Board Director, competitor, and senior EA member
4. Anne Marie Cruickshank, former ENT Board Chair, competitor, and senior EA member

5. Roger Kane, former National Medication and Safety Manager, official and EA member.
6. John Vallance, former EAJC Chair and member, official and EA member
7. Ron Fleming, EA EWA Chair, competitor, and senior EA member

In August 2022 the Working Group expanded to include two new members:

8. Lisa Winn, NSW Equestrian Board, and EA member
9. Amy Slayter, CEO Equestrian Victoria, and EA member

The Terms of Reference provide that in recommending the Structure the Working Group will:

1. Identify potential structural options, including benchmarking of structural models and analysis of structural models:
 - across the Australian sporting landscape
 - across the international sporting landscape
2. Analyse the potential structural options, including analysis of the extent to which each option delivers:
 - best practice as defined by the highest level of maturity within Sport Australia's Sports Governance Standards;
 - the collective vision for equestrian sports in Australia;
 - the collective values and behaviours for equestrian sports in Australia;
 - the strategic objectives in achieving that collective vision;
 - the success measures for the strategy, including systems of monitoring and review;
 - the agreed roles and responsibilities of the strategy;
 - operational efficiency and effectiveness; and
 - any other factors it considers relevant in order to achieve The Purpose.
3. Provide recommendations to the EA Board in relation to structure.

A copy of the ToR is attached to this report - Appendix 1.

Process Undertaken

In developing its Recommendations the Working Group has undertaken a comprehensive process, headlined by the following major components:

1. Consultation process, interviews and member survey with key stakeholders, industry partners and members across the equestrian community
2. Defined structural model criteria
3. Review of structural model submissions received through the Voluntary Administration (VA) process.
4. Review and analysis of the Australian sporting structures (10 + sports) and international equestrian structure (9 equestrian models)

The Working Group met monthly throughout its term (and otherwise as required), culminating in

a full day workshop to consider and finalise the preferred structure model.

Consultation processes

As part of the strategy development process the Working group received extensive input from the Equestrian community which informed the criteria, discussions, analysis and identification of the preferred structure.

Whilst consultation was ongoing throughout the process, significant milestones included:

- Three workshops with EA directors, presidents and executives of EA branches, and chairs of national discipline committees.
- Member survey undertaken with 3000 responses providing valuable data on demographics and insights from members as well as identifying opportunities and priorities for equestrian sport.
- Over 20 interviews were undertaken seeking insights, opportunities and perspectives for the future of equestrian sport. Key stakeholders were targeted as well as EA members who had over 435 years of cumulative membership with EA.

The attendees at the consultations are listed at Appendix 2.

The consultation processes identified some guiding insights for the Working Group. Stakeholder

interviews yielded general themes based on structural model characteristics:

- Universal acceptance of the need for one administrative body overseeing equestrian sport in Australia
- Clarification required on the roles and responsibilities for EA, the states, and disciplines
- A structure that respects and captures the expertise in the equestrian community
- There was support for a hybrid model, in-between discipline and state based, including overarching national governing body and a mix of discipline specific to the community and states to provide local delivery.

The overarching themes and summary of interview comments are at Appendix Three.

- to include major takeaways from the survey (eg multi-discipline members, etc
- to include major takeaways from interviews (eg previous summary report

<to insert additional description as required>

Defined structural model criteria

Based on the consultation processes and its initial analysis the Working group agreed criteria against which potential structural models would be evaluated in order to assess which potential structure/s, or elements thereof, best delivered against the Terms of Reference. The agreed criteria were:

1. *Maximises efficiency and minimises duplication and waste by reducing the number of administrative bodies underpinned by reasoned whole of sport decision making and consultation*

2. *Maximises effective and fit for purpose service delivery of the nationally aligned Equestrian strategy to and for all Members and affiliates*
3. *Maximises engagement with members, volunteers, and clubs*
4. *Maximises growth potential of the sport, including best enabling value add and innovative projects effectively executed to minimise risk*
5. *Maximises effective management of stakeholder and government relationships.*

<to insert additional description as required>

Review of structural model submissions received through the VA process

- The Working Group reviewed nine structural model submissions received by the administrator during the VA process in order to understand the models proposed and prevailing opinions from equestrian community and key stakeholders.
- The submissions were analysed to identify potential models for further consideration and assessment against an agreed structure model criterion (as above).
- <to insert additional description as required>

Review and analysis of the Australian sporting structures (10+ sports and international equestrian structures (9 equestrian models)

- An analysis was undertaken by the Working Group of a number of structures currently in use in Australian NSOs and of international equestrian models to identify the types and characteristics of structural models utilised in different environments.
- The analysis also included what was working, what is possible, what is efficient, how membership models operate, revenue sources, roles of disciplines and roles of jurisdictions. An assessment was made by members of the Working Group of each model against the 5 criteria set out above.
- From this analysis some defined characteristics and elements were identified and used in the initial design of a structural model for Equestrian in Australia.
- The international equestrian models were
 - British Equestrian Federation
 - Equestrian Canada
 - French Equestrian Federation
 - Japan Equestrian Federation
 - Royal Dutch Equestrian Federation
 - Swedish Equestrian
 - Swiss Equestrian Federation
 - US Equestrian
- The Australian NSO models were
 - Hockey Australia
 - Rowing Australia
 - AusCycling
 - Touch Football
 - Ski & Snowboard Australia
 - Australian Sailing
 - Golf Australia
 - Water Polo Australia (draft)

- The Australian equestrian models were
 - Horse Riding Clubs Association of Victoria
 - Australian Stockhorse Society

Models Summary

The review of the organisations above resulted in a summary of the potential models and assessments of each thus:

1. **Status quo** - no change to existing structure. Recognised as not workable or viable.
2. **Improved Status quo** – retain the same structural elements and look for efficiencies in the way sport is delivered and how decisions are made including rationalisation of the committee system and shared services model. However existing problems won't be able to be dealt with and will likely resurface.
3. **Federated model** – the state organisations are the delivery for equestrian sport and the discipline committees' roles are dissolved with the functions absorbed by the state organisations. Whilst providing a streamlined decision-making and operational model there is a risk decisions won't be made in the best interests of the whole sport. Further that there would be a loss of volunteers (existing committee members), IP and community connections.
4. **Discipline model** – the state organisations are dissolved, and each discipline with legal standing incorporated associations are responsible for the means of delivery for equestrian sport. A transfer of authority which would not necessarily be in the interests of the sport as a whole. It would require the creation of many autonomous entities.
5. **Functional model** – state branches (local delivery) are retained, committees and their focus being shifted to a representational committee for the sport where decisions are made around functions. AusCycling chose and have used the functional model committees to make decisions based on functions giving improved and more complete advice for the sport.
6. **Unitary model** – the legal standing sits with which becomes the only legal structure within the sport and delivery for equestrian sport with the discipline committees working in an advisory role with state branches dissolved. This would require constitution change.

Nationally Aligned Strategy for Equestrian in Australia

The development of the Equestrian National Aligned Strategy process undertook extensive consultation with key stakeholders, industry partners and the equestrian community. A range of forums, surveys, interviews, and workshops were held that identified priorities, insights, and outcomes to achieve a strategy. The strategy forum in November 2021 defined the objectives and outcomes for development of the strategy process:

- A high-level strategic plan for the whole of equestrian in Australia,
- Local delivery plans aligned to the whole of sport plan and allow flexibility for local delivery and prioritisation.
- The strategy realistically aligns with resources available and will be prioritised to produce annual operating plans and targets
- Consistent monitoring measuring and accountability defined by measures
- A structure that best positions the sport to deliver the strategy and achieve outcomes
- Clear agreed roles and responsibilities to achieve the agreed strategic plan

The Working Group has consulted and reviewed input into the foundations of the strategy for the finalisation of the purpose, vision, mission, values, and strategic pillars as described above.

The strategy process involved an extensive consultation and communication process with input and review from the Working Group that included:

- Considered insights and feedback received from various strategic planning forums to ensure the structural considerations remain cognisant of emerging strategic directions.
- Member survey undertaken with 3000 responses providing valuable data on demographics and insights from members as well as identifying opportunities and priorities for equestrian sport.
- Over 20 interviews were undertaken with key stakeholders and members of the equestrian community and industry seeking insights, opportunities and perspectives for the future of equestrian sport.

The Working Group had regard to the barriers to an effective national strategy, identified in the many consultations, in considering the structure recommendations. Those barriers included poor communications, a lack of trust, the state of the relationship between EA and the equestrian community and, not least, the existing structure itself.

The Equestrian National Aligned Strategy was released in August 2022 to guide the sport from grassroots to podium through to 2032, while the strategic priorities and operating plans will take the sport until 2024 and evolve over time.

[Equestrian - Nationally Aligned Strategy - FA7.pdf](#)

[CEO Update: A Strategy for Equestrian to 2032 | Equestrian Australia](#)

In particular, as a Nationally Aligned Strategy for Equestrian in Australia the Working Group was required to identify a model which best positioned the entire Australian equestrian community to deliver on the following strategic objectives:

- **Strong Foundations:** Work harmoniously to build relationships, improve safety, integrity, efficiency and governance. Improve the welfare and experiences of our horses and people.
- **Sustainable Growth:** Secure our future by increasing reach, awareness and revenues with innovation. Sustain and grow our community through increased participation, robust education and quality events.
- **Excellence:** Provide pathways opportunities and prepare Australian athletes, coaches, officials and horses to be world's best – practices, processes and performances.

Conclusion

After the review of the alternative models an assessment was made that a significant portion of the issues facing the broader EA system were due to poor clarity of roles and responsibilities, lack of accountability, lack of proper planning process and /or data integrity and a lack of communication (whether perceived or actual), generating a lack of trust, between EA and its members and stakeholders.

None of the structural options were identified as the most appropriate solution to benefit our members. Elements from the various structural options plus recommendations on new processes, role clarity and key enablers were developed into a model coined 'Member- centric'.

RECOMMENDATION 1: Member Centric Model

NESSWG, the Working Group, recommends to the board that the structure should adopt a member centric approach, where the member is the centre of all decision making.

- The focus for delivery of the sport is the member: customer service and solutions
- The structure is designed to support and deliver the nationally aligned strategy as agreed
- All parts of the organisation work to provide the best experience and long-term sustainable benefit for our members and our sport.
- The purpose of the member centric model is to improve members' satisfaction, experience and enjoyment to retain them as life-long members with a passion for equestrian.
- The member centric focus is paramount in decision-making and delivery so as to ensure that members now remain members for life.
- The notion of members is intended to embrace all who enjoy equestrian sports; not just paid members at any time.
- The member centric focus will take advantage of the many skills, experiences and capabilities of the many members
- The intention is, by putting members at the centre, that the top-down administration will be recast in a support role

In order to give effect to this objective NSO, DCs and LDs, the Primary Deliverers, will work together and have a joint and shared responsibilities for the following in addition to their specific responsibilities which are explained in more detail below:



- Whole of sport strategic plan and structure
- Advocacy for sport growth and strategic priorities
- Financial sustainability
- National sport operations
- Shared services in common functional areas including but not necessarily limited to IT, Member Services, Marketing & Communication, Finance systems & reporting, Safety, Integrity & Compliance, Risk Management, Policies and HR

RECOMMENDATION 2: Decision-making and behaviour principles

To enable change to be effected, the WORKING GROUP recommends the following decision-making and behaviour principles be agreed by all participants, in whatever role.

It is instructive to read the responses in the stakeholder survey in May 2022 to this question:

A working group has been tasked with identifying the structural model that best enables the delivery of the strategy. Given the emerging direction of the strategy, do you have any views on structural characteristic which might deliver the collective vision and strategic objectives for equestrian sports in Australia.

Two general answers speak to the need for everyone in the sport to reflect on their conduct:

- The development of a new structure alone is not going to change the equestrian community and sport. The solution is in addressing the culture, disharmony and member experience in the sport that is going to be the biggest challenge
- The strategy is not going to be delivered if the culture, behaviour, and relationships remain the same.

Principles

In a member centric model we will make decisions and behave in a manner that has the best interests of our members and horse welfare at its core.

Our decision-making principles will reflect the strategies and values upon which our approach to governing and servicing the Equestrian community is based. They will serve as the foundations for behaviours to achieve strategic success.

We will draw on the below principles to make our decisions:

- *Focus on identifying and analysing the problem before jumping to a solution*
- *Using evidence and data to inform ourselves*
- *Clear and effective communication*
- *Learning and adapting from the mistakes we make*
- *Taking responsibility and being accountable for the decisions we make*
- *Continually refining our decision-making process*

We will choose to behave productively and to strive for strategic success. We will achieve this through:

- *Creating a culture of openness and trust*
- *Building and maintaining cooperative and positive relationships*
- *Having the courage to have robust conversations without ramifications*
- *Truthful and transparent communication to ensure the best ideas win out*
- *Encouraging open and honest dialogue and allowing the best thinking to prevail*
- *Doing what is in the best interests of members, participants and horses*

RECOMMENDATION 3: PART 1 – Roles and Responsibilities

Having regard to the member centric focus and the need for streamlining and the reduction of inefficiencies it is proposed that the roles and responsibilities of the deliverers be distributed as set out below.

Part 1 sets out the responsibilities of each deliverer and the shared and collective objectives and responsibilities.

Part 2 sets out the links, interactions and overlaps between and among the primary deliverers the NSO, DCs and LDs.

For effective delivery against these roles and responsibilities the Working Group considers it essential that clear and transparent metrics are developed, measured and regularly reviewed at all levels.

The term *Local Delivery* is used to describe the functions of State branches and State Discipline Committees. It is intended that the use of this term will give states and their Boards cause, and pause, to consider whether or not their current structures need to continue to exist or whether another mechanism, utilising an expanded range of shared services, might be a more effective use of people's time and the sport's finite resources to get the best outcomes for members.

Whilst the Working Group considered eliminating existing legal structures to improve efficiency and reduce burden on volunteer Board remits and governance structures the idea was rejected because of the detrimental effect in the short to medium term:

- No obvious immediate benefit to members – board roles are voluntary so no cost benefit. The core issues identified could be solved via role clarity, process improvement or other enablers
- Expensive in time and legal fees – bureaucratic, requiring constitutional change and very expensive change management
- Risk of reduced focus and distraction away from delivering the whole of sport strategy
- Poor timing – need to build some believe in the reform, generate 'wins', build trust across the system.

It is proposed therefore that no new legal structures be formed, a pathway to dissolve legal structures be prepared (if an entity chooses to take this path) and a timeframe be prepared to revisit the discussion (once reform is undertaken and the benefits identified).

BOARD

- Meet and deliver the objects set out in the Constitution
- Appointment of the CEO
- Delegate its responsibilities where appropriate and in accordance with the Constitution
- Be responsible for the good governance of the sport
- Be responsible for overall financial management of the sport including setting budgets, the member fee structure, insurances
- Regulate and make appointments to DCs upon the recommendations of the DCs
- Enter into sponsorship arrangements
- Maintain good agency relationships, government and non-government, throughout the country including ASC, AIS, SIA, NST, AOC and internationally with FEI
- Establish board committees as required
- Make board and organisation policies (but not management policies)
- Set the risk framework, including risk appetite, for the sport
- Meet compliance and regulatory obligations

The Board is charged with managing, administering and governing equestrian sport.

NSO

- Deliver and meet the objects of Constitution
- Develop and promulgate the National Strategy to be developed in consultation with the DCs and LDs
- Maintain and grow International and National relationships
- Develop and promulgate the National High Performance Strategy including pathways in conjunction with the DCs
- Maintain and improve the relationship with the Federal sport agencies including but not limited to ASC (incl AIS), Sport Integrity Australia, National Sports Tribunal
- Maintain and improve Strategic relationships
- Manage, monitor and update National policies
- Manage and maintain the National database
- Manage the National insurance program
- Manage and update the National risk management framework including risk appetite
- Manage National branding and marketing
- Manage the sport's Event strategy
- Deliver programs nationally including coaching, education, horse welfare
- Ensure clear lines of reporting and communication with DCs and LDs
- Develop and manage an annual planning calendar to be regularly reviewed

The functions listed are consistent with the current role of EA.

EA as the NSO will continue to be responsible for the overarching approach to national leadership on pathways and national and international relationships.

The Working Group briefly considered the matter of member fees and their distribution in the recommended member centric model. It may be that NSO centrally manages member fees and other revenues in the best interests of the members and sport as a whole. The NSO's responsibilities include arranging and paying for universal insurance as one of many outlays. The Working Group could not take this matter further as any agreement on the distribution of funds depends on financial analysis and modelling as detailed in Recommendation 5.

DISCIPLINES

- Devise and be responsible for the application and administration of each Discipline's Strategy
- Attract and retain members within each discipline
- Manage the Discipline Budget agreed with EA
- Manage and apply the National Rules
- Manage and keep updated the National Calendar
- Select the National Championships Host in conjunction with NSO and consistent with the overarching national strategy
- Attract and develop new revenue streams
- Report their activities to the Board in a manner determined by the Board
- Maintain reporting lines/communication with the NSO and LDs

The Working Group discussed the composition of DCs and whether they should be wholly skills based, representative based or a combination of both. The Working Group considered the size of DCs with 5-7 members being optimum though another view was that 6-9 members may be more appropriate allowing for the inclusion of more knowledge from LDs. Those with identified and agreed skills would round out the final number which may vary from DC to DC, too.

The importance of skills was recognised given the proposal to give DCs responsibility for managing budgets and events as mini-businesses.

The Working Group is not able to make a final recommendation on composition at this point.

LOCAL DELIVERY

- Maintenance of relationships with local equestrians
- Talent identification
- Maintenance of key relationships with State sport and recreation departments
- Strategic relationships with local facilities, local government and local sponsors
- Program delivery which is locally managed and also nationally required
- Continue local Facility management and use
- Manage and deliver local events
- Maintain and manage Local Rules
- Maintain and manage Local Calendar
- Competing in events and participation delivery
- Targeted and localised membership and participation growth
- Delivery of endorsed calendar events
- Maintain reporting lines/communication with the NSO and DC

The Working Group was of the view local presence is essential in order to ensure events are properly delivered, relationships with governments, both local and state are preserved, and that members have familiar connections.

The Working Group was also of the view that the clarified roles and responsibilities of LDs and DCs will change the role of the LD and that its existence as a separate legal entity may no longer provide a benefit to members and be phased out over time as indicated above.

General principles were agreed with respect to state funding criteria in the event that there was no formal SSA in existence, save for WA

State funding for a national model is acquitted in the state providing the funding

- There is a local presence or office and a local government relationship
- Good service delivery and experiences are delivered to members in the jurisdiction.
- State government can provide funding to national structures.
- WA has additional criteria: for WA government funding the organisation must be incorporated in the state and have a bank account in its name.

SHARED & COLLECTIVE OBJECTIVES & RESPONSIBILITIES

Whole of sport strategic plan	<ul style="list-style-type: none"> • A plan that provides a common vision and purpose and clear strategic objectives for Equestrian in Australia, comprising all members and stakeholders.
Advocacy	<ul style="list-style-type: none"> • Maintain and develop excellent relationships with all levels of government • Seek to influence decisions within political, economic and social institutions within the respective jurisdictions.
Financial sustainability	<ul style="list-style-type: none"> • Collaborate on the development of a whole of sport commercial plan to increase revenues to be applied for the benefit of members • Collective decision making on the setting of national fees • Consistent financial reporting templates, systems and charts of accounts • Budgets and forecasts to be complementary and integrated • Work together to produce and analyse financial evidence for decision making
National participation	<ul style="list-style-type: none"> • Collaborate on the development and delivery of a whole of sport participation plan to increase members and participants (includes athletes, officials and coaches) to grow the sport • Collaborate with and support Disciplines and Local Delivery in implementing participation plans and pathway programs
Shared services	<ul style="list-style-type: none"> • Shared services in common functional areas such as IT, Member Services, Marketing & Communication, Finance systems & reporting, Safety, Integrity & Compliance, Risk Management, Policies and HR to reduce duplication and therefore cost to the sport as a whole.

RECOMMENDATION 3: PART 2 - ROLES & RESPONSIBILITIES:

Primary Deliverer links and interactions against whole of sport objectives

The Working Group invites the Board to consider the framework showing the interactions and links between and amongst the primary deliverers with respect to their roles and responsibilities. The allocation is designed to underpin the structure and meet the objectives of the member centric focus and the agreed strategy for equestrian sport in Australia.

NSO - Lead	Disciplines Role	Local Delivery Role
<p>Whole of Sport Strategic Plan</p> <ul style="list-style-type: none"> • Implement, manage, and deliver whole of sport strategic plan. • Collaborate with Discipline committees on implementation of the plan • Collaborate with those responsible for local delivery on implementation of the plan • Review and consult with members • Plan to be developed in consultation with DCs and LDs • Performance against plans and metrics to be reported to members 	<ul style="list-style-type: none"> • Development of a discipline strategy that is aligned to whole of sport strategy • Implement the plan • Lead development of growth initiatives aligned to national strategy • Review and consult with members 	<ul style="list-style-type: none"> • State multi-discipline teams with operational focus responsible for local strategic relationships, facilities management, membership interface, facilitating the overarching all of sport delivery • State-based discipline representatives who will be far more connected to national disciplines than ever before, with a participation / governance/education/pathways focus • Local clubs and key event operating committees with an event operations excellence focus • Align and adapt strategy for local delivery • Implement local delivery strategy • Collaborate, provide input and assist with national strategy for local delivery

NSO - Lead		Disciplines Role	Local Delivery Role
National organisation	<ul style="list-style-type: none"> • Deliver on objects of Equestrian Constitution • Implement, strengthen and maintain Governance Framework of sport • Develop shared service model • Manage shared service model • Managing delegations • Approve the appointment of Discipline Committee members • Appoint Board Committee members (<i>see Note 1</i>) • Develop national assets for the future of sustainable commercialisation • Develop Objectives and KPIs and agree with disciplines including reporting templates 	<ul style="list-style-type: none"> • Reporting to NSO on agreed service level, objectives, KPIs and budget • Lead education curriculum endorsed by NSO • Work collaboratively and in alignment with NSO • Coordinate and collaborate with those responsible for local delivery 	<ul style="list-style-type: none"> • Work collaboratively and in alignment with NSO • Maintain excellent relationship with national and discipline committees
Financial	<ul style="list-style-type: none"> • Overall financial management including budgets • Common banking • Common charts of accounts • Allocation of funding to disciplines • Financial reporting to Board • Financial reporting to Disciplines • Management of funding and acquittal 	<ul style="list-style-type: none"> • Accountability and management of Discipline budget to delivery discipline strategy • Financial reporting to NSO • Activity reporting to NSO 	<ul style="list-style-type: none"> • Fulfil all legal and governance financial requirements whilst balancing need to identify national financial reporting synergies • Localised Budgets and financial management • Asset and Facility Management • Administer and acquit State and Local Government grant funding • Local contract management

NSO - Lead	Disciplines Role	Local Delivery Role
	<ul style="list-style-type: none"> • Lead resourcing and funding decisions • Develop national fee model • National asset management • Contract management 	<ul style="list-style-type: none"> • Manage local commercial arrangements
National and International relationships	<ul style="list-style-type: none"> • Build and Support long-term and sustainable stakeholder relationships with the ASC, AOC, APC, SIA, NST and other national peak bodies. 	<ul style="list-style-type: none"> • Advocate for and support NSO when needed.
Competition and Events	<ul style="list-style-type: none"> • Bid to host international events and tournaments • Multi Discipline National events 	<ul style="list-style-type: none"> • Coordinate and publish event calendar for geographical locations • Administer competitions including entries, organisation and overall governance • Develop consistent event delivery and management processes and protocols
National High Performance Strategy and National Talent Pathway framework	<ul style="list-style-type: none"> • Lead the High Performance Strategy • Delivery of the high performance strategy, including the athlete pathway. • Collaborate with National Discipline Committees to develop the National Talent Pathway for athletes and officials • Manage the budget and acquit funding for High Performance Program 	<ul style="list-style-type: none"> • Support the HP Pathway Program across the local jurisdiction • Local delivery of talent squads

NSO - Lead		Disciplines Role	Local Delivery Role
National Rules	<ul style="list-style-type: none"> Coordinate, Communicate and promote the national rules 	<ul style="list-style-type: none"> Lead decision and approval process about national rules. Review, align and/or adapt FEI rules 	<ul style="list-style-type: none"> Ensure compliance with the national rules Adopt and implement rule changes Advise Disciplines on matters of rules
Participation	<ul style="list-style-type: none"> Whole of Sport Participation Plan Manage and acquit Participation Growth Funding Develop, maintain and protect education intellectual property Ensure consistency in delivery of education through framework Promote education throughout the sport Maintain a Learning Management System to deliver education and development programs across the sport Development of national coach accreditation and delivery programs 	<ul style="list-style-type: none"> Develop discipline strategy to align delivery of the Whole of Sport Participation Plan Lead development of growth initiatives aligned to national strategy Lead development and maintenance of education curriculum Lead development of content for coach and officials curriculum being technical and tactical 	<ul style="list-style-type: none"> Local Delivery of the programs aligned to Whole of Sport Participation Plan Vetting of Coach educators Approval by geographical location Deliver professional development programs to support whole of sport participation plan Community outreach to provide club and member services
Strategic Relationships	<ul style="list-style-type: none"> Build and Support long-term and sustainable stakeholder relationships with the ASC, AOC, Paralympics and other national peak bodies. 	<ul style="list-style-type: none"> Build and Support long-term and sustainable stakeholder relationships 	<ul style="list-style-type: none"> Engage, maintain and support local clubs and members Advocate with and on behalf of clubs for facilities at all levels of government

NSO - Lead	Disciplines Role	Local Delivery Role
	<ul style="list-style-type: none"> • Ensure continuity and growth of funding. 	<ul style="list-style-type: none"> • Maintain excellent relationships with: <ul style="list-style-type: none"> ○ State sport department ○ Government & state peak organisations • Seek to ensure continuity and growth of funding
National Policies	<ul style="list-style-type: none"> • Development and maintenance of a National Policy Register • Approve policies • Member Protection services 	<ul style="list-style-type: none"> • Adopt and implement national policies • Member Protection services
National Database, & IT	<ul style="list-style-type: none"> • Develop IT strategy to collect, collate, report and empower sport with data that is high quality and easily accessible • Implement database • Manage database • Develop funding model to support overall IT strategy including database 	<ul style="list-style-type: none"> • Adopt and use of the national database at all levels • Promote the national database at all levels
National Insurance Program	<ul style="list-style-type: none"> • Manage National Insurance Program for all sport insurance requirements • Provide insurance for all members, officers, directors, property and entities 	<ul style="list-style-type: none"> • Promote the national insurance program at all levels
National Risk Management Framework	<ul style="list-style-type: none"> • Develop a risk management framework to mitigate risk & incidents, strengthen controls and governance of sport 	<ul style="list-style-type: none"> • Adopt and promote the national risk management framework at all levels.

NSO - Lead		Disciplines Role	Local Delivery Role
	<ul style="list-style-type: none"> • Embed risk management into all processes across the sport 		
National Branding	<ul style="list-style-type: none"> • Develop national commercial assets and branding • Commercialise asset to build sustainable revenue streams and promote sport 	<ul style="list-style-type: none"> • Adopt and promote the branding and messages. • Support commercialisation initiatives 	<ul style="list-style-type: none"> • Adopt and promote the branding and messages. • Support commercialisation initiatives
Compliance	<ul style="list-style-type: none"> • Ensure compliance with all regulatory and legal obligations 	<ul style="list-style-type: none"> • Ensure compliance with all regulatory and legal obligations 	<ul style="list-style-type: none"> • Ensure compliance with all regulatory and legal obligations
National Health and Safety	<ul style="list-style-type: none"> • Lead and promote health and safety across the sport • Development, delivery and communication of resources • Embed risk framework • Lead Horse Welfare across the sport 	<ul style="list-style-type: none"> • Support, promote and implement Health and Safety, processes and risk assessments to mitigate risk • Provide feedback and reports to National Health and Safety Committee as required • Implement, promote and report Horse Welfare 	<ul style="list-style-type: none"> • Support, promote and implement health and safety, processes and risk assessments to mitigate risk • Provide feedback and report to National health and safety Committee as required • Implement, promote and report Horse Welfare
Discipline Committee	<ul style="list-style-type: none"> • Appoint Committee members • Provide funding to Disciplines • National fee model 	<ul style="list-style-type: none"> • Discipline Strategy • Accountability and management of Discipline budget to delivery discipline strategy • Rules and Regulations • National Discipline Event Calendar • Set minimum standards & eligibility • Set discipline curriculum content and sport development plan 	<ul style="list-style-type: none"> • Support and enhance the work of the national discipline committees through local delivery • Communicate and engage with the national discipline committees

RECOMMENDATION 4: Shared Services

Shared services has been a topic of conversation in the sporting industry for some 30 years. Very few sports have successfully managed to reduce duplication, and thus costs, effectively.

Given the almost static level of funding for sport from governments across the land, save for infrastructure spends often related to event procurement, it is imperative that efficiencies be found.

Shared services can be expected to free up resources that can be applied to strategic project development to benefit members including club support, improving lines of communication, streamlining of the myriad committees in the sport (other than just NDCs and SDCs), and increasing funding applied to the events strategies.

The priority areas are big ticket items of information technology, a nationwide CRM and integrated financial systems.

However the Working Group notes that financial modelling needs to occur to demonstrate where and how efficiencies can be gained based on where and how jobs are being undertaken now throughout the country. (An analysis in May 2022 showed that there were 64 people working in EA and the state/territories with a FTE of 49.8%).

Requests were made of the state branches to provide financial and member data to support the Working Group's analysis. All states have provided published financials.

However further explanation and reasoning is required to clarify exactly what data is being requested and how it can be used to develop a financial model of benefit to the membership as a whole.

There is a number of areas where work might commence independently of the scoping of the requirements for those priorities

- Policies and bylaws
- Health and safety
- integrity
- risk management
- compliance
- national curriculum education
- horse welfare

Progress towards shared services does not of itself mean that staff will be shed. Staff may be reallocated within the NSO as the lead deliverer to perform like or similar tasks without needing to move address. As is often the case with restructures natural attrition is likely to occur.

For communications purposes EA should assure the workforce that it is business as usual, with an energising twist of change.

RECOMMENDATION 5: Key enablers for implementation and outstanding matters

The Working Group identified the following matters that will require further consideration once there is consideration and adoption of the recommendations with respect to roles and responsibilities. It was not possible to come to any definitive conclusions or recommendations on these matters at this stage.

However it was of the view that these are of signal importance

1. **Financial modelling analytics:** The Board should note that the financial implications specifically the costs versus benefits of the recommendations have not been fully considered. This is due to the absence of comprehensive data from some of the States and the time limited remit of the Working Group. It is requested that a 3-month project employing an external financial analyst is undertaken to model:
 - The current EA system value chain providing transparency for all
 - Confirm assumptions re shared services cost and efficiency benefits
 - Propose options to a) streamline members fees nationally and 2) identify alternative methods to allocate funds across the system to allow for the funding of the national discipline structure
2. **Implementing an integrated annual planning system** that incorporates:
 - A consultation and feedback process that involves LDs , DCs and EA
 - An annual planning calendar with progress reviews including clear metrics and accountability at all levels
3. **National digital transformation** a critical element to providing member centric benefits right across the system – specifically;
 - National membership database and competition system
 - Website update and maintenance.
4. **Member Fee structure**-there are currently differing fee structures and charges on a state by state basis that reflect local needs eg Tasmania close working relationship with Pony club and WA with adult riders. A consistent national fee structure would be ideal but needs to take these arrangements into account.
5. **Flow of funds from members** and other sources and apportionment between local delivery, EA national, NDCs etc. There was agreement that the apportionment should occur (as it does now) but no conclusion was reached on:-
 - Where the initial receipt of funds should occur, how (ie what % of funds) funds should be apportioned, what the change process for these percentages should be; and
 - How members funds with multidiscipline interests should be treated.
6. **Local asset retention** is intended to ensure that state/local funds, facilities, equity and physical resources remain within the state and are not in any way 'ceded' to the NSO.

The Working Group identified the following matters as requiring further work and analysis as its time and remit did not extend to considering them in detail.

- Coaches and officials training
- Management of multi discipline clubs and members
- Competition and events including interschools
- State government funding vis a vis dissolution of state branches
- Management of emerging disciplines
- Merger/incorporation of other equestrian organisations

The Board is invited to

- appoint a financial analyst to build the model and prepare alternatives for the matters listed in this Recommendation.
- establish an implementation group, as the successor to this Working Group, to work with it and management to give effect to these Recommendations once the financial modelling is undertaken.

RECOMMENDATION 6: Project plan and timeline

The following Gantt Chart sets out the proposed timeline for implementation and transition.

The Working Group recommends, in addition to the steps shown, that a formal review take place in late 2025/early 2026 to review progress against the reform and make further adjustments and recommendation about the transition of legal entities.

To give effect to the importance of member centricity this ought be done as a discrete stage 2 with its own review process to measure how effective the first step has been and to show clearly the benefits to members.

This is an important step given the arduous and potentially emotional step to dissolve a state entity and it requires the members to be on board with the process and the benefits if they are to vote in favour of a winding up resolution.



APPENDIX 1A



National Equestrian Strategy and Reform Process Steering Group Terms of Reference

PURPOSE

Equestrian Australia (**EA**) is the National governing body recognised by the FEI, the Australian Sports Commission, Australian Olympic Committee, and the Australian Paralympic Committee and is responsible for promoting, managing, and controlling equestrian in Australia nationally, and representing equestrian interests internationally.

After exiting a period of voluntary administration, the new Board of EA has addressed a number of immediate priorities to stabilise the organisation and has now commenced a process to develop a national strategy for equestrian sport in Australia, and to identify the structure that will enable the most efficient and effective delivery of that strategy.

The strategy development process will feature input from EA's members, the state bodies, and national committees, as well as athletes, coaches, officials, and government stakeholders. The output of the strategy development process will be a strategy which defines:

- the collective vision for equestrian sports in Australia;
- the collective values and behaviours for equestrian sports in Australia;
- the strategic objectives in achieving that collective vision;
- the success measures for the strategy; and
- the roles and responsibilities in delivering the strategy.

The Working Group will complement the strategy development process by identifying the structure that will enable the most efficient and effective delivery of the national strategy for Equestrian.

WORKING GROUP

The Working Group will be Chaired by an independent member with extensive relevant experience. In addition to the Chair, the Working Group will consist of members who shall be drawn from the following groups within Equestrian sports:

- EA Board
- State Branch
- National Discipline Committees
- Sport Australia representative – to be appointed by Sport Australia

Each of the groups listed shall be encouraged to propose nominees who will represent the views of the particular groups, but who shall have as their primary function the achievement of these Terms of Reference and who shall provide input in the best interests of Equestrian sports as a whole.

TERMS OF REFERENCE

The Working Group will recommend to the EA Board the structure that enables the most efficient and effective delivery of the national strategy for Equestrian (the Structure).

In recommending the Structure the Working Group will:

1. Identify potential structural options, including benchmarking of structural models and analysis of structural models:
 - across the Australian sporting landscape
 - across the international sporting landscape
2. Analyse the potential structural options, including analysis of the extent to which each option delivers:
 - best practice as defined by the highest level of maturity within Sport Australia's Sports Governance Standards;
 - the collective vision for equestrian sports in Australia;
 - the collective values and behaviours for equestrian sports in Australia;
 - the strategic objectives in achieving that collective vision;
 - the success measures for the strategy, including systems of monitoring and review;
 - the agreed roles and responsibilities of the strategy;
 - operational efficiency and effectiveness; and
 - any other factors it considers relevant in order to achieve The Purpose.
3. Provide recommendations to the EA Board in relation to structure (The Recommendations)

TIMING

Subject to timely progress of the process to develop the National Equestrian Strategy, it is anticipated that the Working Group will submit its recommendation to the EA Board by 29th July 2022.

BOARD'S UNDERTAKING

The EA Board provides a good faith undertaking that it will:

1. upon receiving The Recommendations, seek input from the EA members regarding preferred structural models via online survey accessible to all members;
2. consider The Recommendations in good faith;
3. once a preferred Structure has been agreed by the Board:
 - as required, present any proposals that require a change to the Constitution of EA to the EA members at a General Meeting; and
 - subject to approval by the members (as required) take all reasonable actions necessary to implement the preferred Structure.
4. If it does not accept the Recommendations, provide a full and transparent explanation of that decision to the members.

APPENDIX 2A

ATTENDEES AT STRATEGY & STRUCTURE FORA

1) Strategy Planning Day 1- 29 November 2021 – face to face

Participants		
1. Alex Valentine	21. Erin O'Neill	41. Matthew Treglown
2. Amy McGregor	22. George Proimos	42. michael
3. Anne-Marie Cruickshank	23. gpatchett - Kerry	43. Michelle Mclean
4. Brad Frankum	24. graeme.watts.jumping	44. office Tas
5. Brett Moore	25. Jackie Ellis	45. prue
6. Briston Toft	26. Jenny Merity	46. Rachael Phelan
7. Chris Webb	27. Jill Taylor	47. Richard Vaughan
8. Christie Freeman	28. Joanne Stubbs	48. Ron Fleming
9. Christine Armishaw	29. Julie Anderson	49. sallybarbera
10. Corey Keable	30. Karen Myers	50. Shelley Tilbrook
11. Craig Hannam	31. Karen Townsend	51. Stefanie Maraun
12. Danielle Obrien	32. Katie Robertson	52. Stephanie Lyons
13. Dani Frallion	33. Kirsty Pasto	53. Sue Birch
14. Darren Gocher	34. Kylee Pearn	54. Tim Williams-Gunwil
15. David Mandel	35. Leesa Pogson	55. Todd Hinde
16. Di Saunders	36. Leigh Clifford	56. Victoria Farr
17. Darryn Fedrick	37. Lucy Galovicova	57. Virginia Creed
18. Don Hilton	38. Lynette Chow	58. Wendy Schaeffer
19. Elizabeth Owens	39. Marc Lopez	59. Will Enzinger
20. ENT Sports - Danila	40. Mark Bradley	

2) Strategy Planning Day 2 – 9 May 2022- virtual

Participants	
1. Anne Wilkins	13. Liz Owens
2. Brad Frankum	14. Lynette Chow
3. Brett Moore	15. Margot Foster
4. bruce@ensw.org.au	16. Matthew Treglown
5. Craig Hannam	17. office@equestriantas.com
6. Darren Gocher	18. Rachel Ratini
7. David Mandel	19. Richard Vaughan
8. graeme.watts.jumping@hotmail.com	20. Shelley Tilbrook
9. Helen McAlister	21. sports@ent.org.au
10. Jackie Ellis	22. Stephanie Lyons
11. Julie Anderson	23. virginia.creed53@gmail.com
12. Karen Townsend	

3) Strategy Reform – 6 July 2022 – face to face and virtual

Participants	
1. Amy Slayter	18. Rachel Ratini
2. Brad Frankum	19. Stephanie Lyons
3. Brett Moore-NAB	20. Stephanie Lyons
4. Briston Toft-QLD	21. Will Enzinger
5. Craig Hannam	22. Darren Gocher
6. Danila Lochrin	23. Graeme Watts-Jumping
7. Des Hughes-Eventing	24. Lynette Chow
8. Elizabeth Owens	25. Matthew Treglown
9. ENT-Anne Marie	26. morcoma@bigpond.com
10. Janet Houghton	27. Jackie Ellis
11. JP Chevalier	28. Ron Fleming Ymail
12. Julie Anderson	29. Tim Williams-Gunwil
13. Shelley Tilbrook	
14. Karen Townsend	
15. Margot Foster-Chair	
16. Mark Bradley	
17. Joanne Stubbs	

4) National Equestrian Strategy and Structure Working Group (NESSWG) Workshop 8 February 2023 – face to face

Participants	
1. Amy Slayter - VIC	7. Margot Foster-Chair
2. Darren Gocher	8. Matthew Treglown
3. Elizabeth Owens	9. Rachel Ratini
4. Karen Townsend	10. Roger Kane
5. Lisa Winn	11. Ron Fleming
6. Shelley Tilbrook	

5) Equestrian Strategy Interviews

Interviews conducted	
1. Graeme Watts	9. Tim Williams
2. Des Hughes	10. George Sanna
3. Virginia Creed	11. Julia Battams
4. Bruce Farrar	12. Fiona Selby
5. Tim Williams	13. Terry Snow
6. Craig Hannam	14. Fran Cleland
7. Danila Lochrin	15. Heath Ryan
8. Janet Houghton	16. Kerry Patchett
	17. Chris Mann

APPENDIX 3A

STAKEHOLDER SURVEY MAY 2022

OVERARCHING THEMES AND SUMMARY OF INTERVIEW COMMENTS

Overarching themes

1. It is critical to have defined and agreed roles and responsibilities for EAs, states, discipline committees and clubs – the absence of this has created misaligned expectations, frustrations and breakdowns in relationships over many years. Without these clearly defined and enforced roles and responsibilities the whole of sport strategy is highly unlikely to succeed.
2. The greatest challenge identified by interviewees was the collective operating culture of the sport. This was often expressed as infighting, disruptive, demotivating and ultimately limiting the sport. It was acknowledged that there was no 'silver bullet' in addressing this, but that there would need to be genuine goodwill and good faith efforts to address the issue in order for Equestrian collectively to have a chance of delivering an aligned strategy. Suggestions to address this included more regular communications, a universal code of conduct, enhanced disciplinary/complaints handling processes and regular face to face sessions.
3. Whilst interviewees expressed views on the structural model (generally the closer a person was to the state organisations the more they favoured a state based model and the closer a person was to a discipline the more they favoured a discipline based model) there was consensus that:
 - a. A national body was required;
 - b. Decision making processes needed to be streamlined and clarified; and
 - c. That a structural change alone would not be a panacea. IT was universally acknowledged that the operating culture within the sport also needed to be addressed.
4. It was important to identify and embed appropriate mechanisms to engage, seek feedback from and act upon the deep expertise that exists within the Equestrian community (eg long standing volunteers, entrenched community members, etc).
5. EA (and all bodies) should adopt a 'minimum viable bureaucracy' model, adopting a mindset that tests the necessity of hiring additional staff to ensure maximum value and community investment
6. The biggest strategic opportunities for equestrian sport is to develop partnerships within the equestrian community, achieving financial independence, and leveraging major events to development local and world class facilities
7. The biggest barriers for equestrian sport are the cost of owning and access to horses, the perception of the sport as elitist and the perceived lack of leadership and trust with the decision making structures.
8. It was important to ensure that all strategic aspirations are realistic in order to inspire and engage the community
9. There was unanimous agreement with:
 - a. The concept of a whole of sport plan
 - b. The need for a cooperative approach to achieve the plan
 - c. The direction and themes of the strategic plan, including a common vision for the sport