

Appendix 5 – International Equestrian model comparative analysis

Name of Organisation: **British Equestrian Federation**

Model/structure overview	<i>High level description of model (unitary, aligned, federated, etc) and key attributes</i>	BEF is the Umbrella Association with 14 full and 4 Associate Members which form the British Equestrian Council. The BEC both elects directors (4) and consults with the Board.
Governance overview	<i>Role of board, committees, etc</i>	Board of 12 Directors - Chair, 3 Independent, 4 Nominated by the main 4 members (British Dressage, Jumping and Eventing, British Horse Society) and 4 Elected by the BEC which is representative of all Full and Associate Members of the BEF. Board has Nomination, Remuneration and Audit Committees - https://www.britishequestrian.org.uk/assets/About%20the%20BEF/What%20We%20Do%20BEF%20Governance%20Structure.pdf *Safeguarding leadership for member bodies is of interest - https://www.britishhorseball.co.uk/safeguarding
Disciplines	<i>Role of disciplines within structure; – integrated, separated, unified, etc</i>	Disciplines run their own Sport within the BEF. For example - BD operates as a company limited by guarantee - https://www.britishdressage.co.uk/media/3380/articles-wh-07092020-clean.pdf British Eventing has a Board of 9 Directors, 5 supportive Sub-Committees - https://www.britisheventing.com/about/behind-be/governance/committees and two rider working groups (introduced following member feedback) which aim to strengthen the connection of the membership to the strategic direction of the sport.
	<i>How many disciplines (and which) are included in the structure?</i>	3 Olympic disciplines of Dressage (including Para Dressage - https://www.britishdressage.co.uk/competitions/championships-and-qualifiers/para-dressage/), Jumping and Eventing. 4 WEG Disciplines of Vaulting, Carriage Driving, Endurance, Reining. 3 non Olympic/WEG disciplines of Polocrosse, Horse Ball and Mounted Games
	<i>Where disciplines fit in the structure and how are they managed</i>	Disciplines managed by Companies limited by guarantee ie BD or by a Committee of Volunteers (Horse Ball)

Regional Associations (eg States)	<i>Role of regional associations within structure; – integrated, separated, unified, etc</i>	Regional Associations not as important in the more major sports ie Olympic disciplines. BE - Regional Coordinators whose role is a combination of sport development within their designated region and being the point of contact within BE for organisers. They must coordinate, liaise with and assist organisers in the region, ensuring that all are aware of the required standards in the BE guidelines. Smaller sports such as Mounted Games (MGAGB) have Regional Committees; England x 3, Scotland, Wales and Northern Island which are of greater importance.
	<i>How many regional associations (and which) are included in the structure?</i>	Varies for different sports a/a British Showjumping has 8 regions - https://www.britishshowjumping.co.uk/regions
Financial	<i>Total expenditure last FY</i>	Direct costs for 2020 of 3,321,035 pounds, indirect costs of 682,767 pounds
Roles & Responsibilities	<i>General description of division of roles and responsibilities across the sport</i>	
Delivery	<i>Description of delivery model (does the NSO deliver directly, or is delivery the responsibility of other organisations?)</i>	
Strategic focus	<i>High level description of organisational focus (eg does the organisation focus primarily on one strategic area i.e participation or high performance, or is there a balanced approach across all strategic areas)?</i>	The strategic focus from an organisational structure perspective is to develop greater collaboration across the federation. Other than in areas where it is agreed the BEF shall directly deliver certain functions, for example the World Class Programme, the BEF acts more as an enabler, and we are seeking to ensure we are able to deliver value to our members to be able to work together to represent the sector
Administration model	<i>Administration model for the sport (shared services, etc)</i>	
	<i>% of expenditure on administration (if known)?</i>	
Staffing	<i>Total staffing numbers (if known)</i>	BEF - , BE - 20 FT, 2PT staff across 3 Teams and 2 Departments, 6 Regional Coordinators - https://www.britisheventing.com/about/behind-be/head-office-staff

	<i>Breakdown of staffing across functional areas (if known)</i>	BE staffing is comprised of an Executive Team, a Sport and Training Team, a Membership Team, a Commercial and Marketing Development Department, an IT Department and a Finance Department.
Membership model	<i>Membership structure Who is a member and of what?</i>	Member of each discipline body not of a Region
Benefits / Advantages of model		<p>Pros:</p> <ul style="list-style-type: none"> • There is a large amount of common ground across the Federation in terms of some of the issues we face, and the wide remit allows for the development of policies and processes that can be consistently applied • The MBs are able to develop strategies targeted specifically to their own audiences to grow their membership • There are areas where it is agreed the BEF will provide leadership, for example, the BEF leads on safeguarding and anti-doping to promote best practice and a consistent approach • BEF are the liaison for sport funding – the funding bodies require one organisation as the contact point for the sport • BEF, as the National Federation, is the contact point with the FEI and EEF on behalf of the disciplines which compete in FEI competitions • Diverse bodies allow for more diverse thinking across the whole of equestrianism <p>If relationships are structured correctly, there is potential to have greater impact through recognising we are better together</p>
Disadvantages of model		<p>Federation structure cons:</p> <ul style="list-style-type: none"> • Member Bodies are responsible for their own organisations and their strategic objectives and priorities may not always align with other member bodies or the BEF. An essential function of the BEF is therefore around ensuring that those differing perspectives are respected and managed, which can be challenging. • We have a wide remit through a range of differing member bodies, from elite sport, to grass roots and welfare and industry bodies. This broad range of differing perspectives can be challenging to balance • Financial structures: the commercial rights in the individual sports are not held centrally but largely sit within each member body. This combined with no direct

		relationship with participants has the potential to hamper strategic aims of ensuring financial sustainability outside of government funding.
Other insights / observations		*Safeguarding leadership for member bodies is of interest - https://www.britishhorseball.co.uk/safeguarding
Additional comments		Huge numbers of equestrian participants compared with Australia!

International Equestrian model comparison – information collection template

Please provide information on the structural model using the following template:

Name of Organisation: **Equestrian Canada**

Model/structure overview	<i>High level description of model (unitary, aligned, federated, etc) and key attributes</i>	National governing body with 11 provincial partners (states) and 10 + national affiliates.
Governance overview	<i>Role of board, committees, etc</i>	Competency based Board. One organisation with paid staff on operational committees(HR, Finance, recognition, nominating, audit, governance, ethics, welfare) etc- voting members from disciplines, provinces and national affiliates(equine associations)- approve finances, bylaws- represent members to the Board
Disciplines	<i>Role of disciplines within structure; – integrated, separated, unified, etc</i>	Integrated into structure as voting committees- all volunteers
	<i>How many disciplines (and which) are included in the structure?</i>	General performance, Dressage, driving, endurance, eventing, jumping, para-dressage, reining and vaulting and Canadian Equestrian team (developing, training team in all the above disciplines). But there are also affiliates , breed societies, pony club, and tent pegging
	<i>Where disciplines fit in the structure and how are they managed</i>	Managed by volunteers through committees reporting to the Board and offering advice
Regional Associations (eg States)	<i>Role of regional associations within structure; – integrated, separated, unified, etc</i>	Another voting section – category A- Deliver member services and participating in policy ,admin through Board-
	<i>How many regional associations (and which) are included in the structure?</i>	11- as category A voting member-horse council BC, Alberta Equestrian fed, Saskatchewan Horse Fed, Manitoba Horse Council, Ontario Equestrian, Cheval Quebec, New Brunswick Equestrian Assoc, Prince Edward Island HC, Nova Scotia EF, Newfoundland and Labrador EA, Equine Assoc of Yukon
Financial	<i>Total expenditure last FY</i>	\$6.5 M 2020- (BAL (\$2.0M)
Roles & Responsibilities	<i>General description of division of roles and responsibilities across the sport</i>	Voting members vote inboard, approve by laws, receive the audited financial reports , appoint the auditor, represent their group and liaise between the board and their group. Board has operational committees (as above) reporting to it and managing the operational aspects. Board governs the committees.. the NSO delivers coaching, register membership, rules, licences , medication and officials. They manage resources for holding competitions. Each discipline has a committee and they deliver strategy for their discipline and development programs

Delivery	<i>Description of delivery model (does the NSO deliver directly, or is delivery the responsibility of other organisations?)</i>	The provinces deliver services to their members
Strategic focus	<i>High level description of organisational focus (eg does the organisation focus primarily on one strategic area i.e participation or high performance, or is there a balanced approach across all strategic areas)?</i>	Aligned equestrian community that inspires and serves equestrian in pursuit of personal excellence from pony to podium. Missions- lead, support, promote , govern and advocate for equine and equestrian community in Canada. Excellence Welfare Partnership Service
Administration model	<i>Administration model for the sport (shared services, etc)</i>	Centralised administration
	<i>% of expenditure on administration (if known)?</i>	N/A
Staffing	<i>Total staffing numbers (if known)</i>	27
	<i>Breakdown of staffing across functional areas (if known)</i>	Ceo, comms manager, performance analyst, senior hunter/jumper steward, digital marketing specialist, coord equine animal care assessment prog, senior horse show judge, corporate ops mgr, director mkting and comms, coord online education, coord tech progs-officials and rules, coord officials and competition services, CFO,COORD Sports licenses and competitions, HP/fei Relationships, coord dressage, judge, customer service coord
Membership model	<i>Membership structure Who is a member and of what?</i>	Riders are members of their province or breed society and then get competition licence from EC
Benefits / Advantages of model		Competency based Board, paid staff and less reliance on volunteers- meets not for profit guidelines of canada
Disadvantages of model		Board has 'too much power' the voting members have very little input except to vote in the Board.
Other insights / observations		The structure was changed to meet not for profit rulings and it was changed in 4 months. There was a lot of negative feelings as previously all 90000 members had a vote and now it is 27 representatives. There were previously 100 EC committees which were disbanded to introduce the new structure. This was not well managed

Additional comments		They have some good ideas and similar issues to us of distance and trying to cover many needs. Seem very similar to us in their issues. Their structural change was not well managed and has led to negative responses.
----------------------------	--	---

International Equestrian model comparison – information collection template

Please provide information on the structural model using the following template:

Name of Organisation: **French Equestrian Federation**

Model/structure overview	<i>High level description of model (unitary, aligned, federated, etc) and key attributes</i>	Federated model Incorporates since 1976 all equestrian sports and since 1987 added ponies and tourism. Two levels of federation National body >regional committees>departmental committees (think federal parliament, state Govt,Shire council)
Governance overview	<i>Role of board, committees, etc</i>	Federal Committee (Board?) has 31 members 13 of which are related to tourism, pony club and horse breeding so 18 equivalent to EA . Operates with a multitude (20) sports committees and (10) statutory commissions and committees. The commissions make proposals around their error of focus-decisions are made by the Federal Committee-each committee or commission has a member on the Federal Committee The commissions are forces of proposal: <ul style="list-style-type: none"> • decisions are the responsibility of the Federal Committee • the actuation belongs to the federal services • all commission activities must meet federal guidelines One of the statutory commissions is the council of regional presidents which is how the “states” become involved
Disciplines	<i>Role of disciplines within structure; – integrated, separated, unified, etc</i>	Disciplines have sports committees that operate as above. <ul style="list-style-type: none"> • Each commission has a federal referent: • Each commission is composed of a maximum of 5 people (including the President) • One of the members is the representative of the Federal Committee • The committee budget is an operating budget reserved for meetings.
	<i>How many disciplines (and which) are included in the structure?</i>	6 disciplines recognised by EA plus 14 others.
	<i>Where disciplines fit in the structure and how are they managed</i>	As mentioned they fit in the committee structure-role as below Missions of the technical, sports and cultural commissions <ul style="list-style-type: none"> • Simplify the regulations and publish them no later than September 1: • Design the presentation file of the discipline

		<ul style="list-style-type: none"> • Design the Discipline Organizer Guide • Design the training file for the federal trainer's certificate for the discipline • Give a notice of opportunity on candidate sites for championships • Create a network of regional relays <p>It appears to be largely rules, OC support tools and creating a deployment network.</p>
Regional Associations (eg States)	<p><i>Role of regional associations within structure; – integrated, separated, unified, etc</i></p>	<p>As discussed above this is a two layer Hierarchy 13 regions and 7 territories (eg New Caledonia) 91 departments</p> <p>It appears that regions are accountable to the national body for their financial performance and that they are largely a deployment arm of the national body-similarly the departments are a deployment partner of the regions.</p> <p>See website extracts below</p> <p>What is a CRE? What is it used for ?</p> <p>The Regional Riding Committees are the decentralized bodies of the French Riding Federation at the regional level.</p> <p>Object in their region</p> <ol style="list-style-type: none"> 1. The promotion and development of equestrian activities and disciplines (show jumping, eventing, dressage, driving, endurance, reining, vaulting, horse-ball, amazon, equifun, Camargue, Portuguese, Icelandic, American riding, polo, pony games, mounted games, Trec and working equitation) as well as all the equestrian disciplines which could arise and be recognized by the FFE, 2. The representation of all licensees practicing horse riding and member equestrian groups in the region, 3. Participation, for all matters relating to horses and riding, in the actions of the public authorities or any body set up for the development of the equine sector. 4. Ensuring within it freedom of opinion and respect for the rights of the defence, prohibiting all discrimination, ensuring compliance with the sports ethics charter established by the French National Olympic and Sports Committee, 5. Integrate the notions of sustainable development and environmental protection into all of its activities, 6. Respect and ensure that its members respect the rules of supervision, the rules of disciplines, the rules against human doping, the rules against animal doping, the rules of hygiene, and the rules of safety. <p>Missions in their region</p> <p>The missions of the Regional Committee are carried out within the framework of the delegation</p>

		that the French Equestrian Federation may grant.
		<p>They concern:</p> <ol style="list-style-type: none"> 1. Contribution to the organization of training. 2. Organizing and coordinating activity schedules. 3. The organization of competition judge training. 4. Evaluation of the level of technical mastery of practitioners licensed by the Federation. 5. The definition of the possible local applications of all the regulations concerning equestrian activities when they provide for it. 6. The contribution, as much as necessary, to the organization of all sporting events taking place on its territory. 7. The organization of assemblies, congresses, conferences, exhibitions, courses, internships and federal examinations. 8. The organization of actions to promote equestrian activities: the editing and publication of any document. 9. The development of establishments, facilities, materials used by equestrian activities including competition. 10. Participation in all organizations by affiliation or convention in order to promote equestrian activities. 11. The organization and control of regional competitions within the framework of the rules enacted by the FFE. 12. Representation, at the regional level, of the French Equestrian Federation. <p>The missions of the Departmental Committee are carried out within the framework of the delegation that the French Equestrian Federation may grant, in coordination with the CRE and under its authority and replicate the regional ones at departmental level</p>
	<i>How many regional associations (and which) are included in the structure?</i>	13 regions and 7 territories (eg New Caledonia) 91 departments
Financial	<i>Total expenditure last FY</i>	TBA
Roles & Responsibilities	<i>General description of division of roles and responsibilities across the sport</i>	<p>Federal Committee advised by Commissions decide upon regulations, are responsible for the establishment of a decentralised organisation and international relations. Appear to be responsible for providing central services.</p> <p>Committees responsible for proposals to Fed Committee.</p> <p>Regional and departmental organisations responsible for execution and local relations</p> <p>Federal Body Mission</p> <ul style="list-style-type: none"> • The issuance of licenses and the collection of proceeds from their sales.

		<ul style="list-style-type: none"> • The license file is kept by the Federation. • The establishment of decentralized organizations. • The organization of training and the issuance of federal diplomas relating to voluntary teaching of riding (respecting the conditions laid down for teachers intended to be approved by the State for the paid exercise of teaching). • Participation in the definition and organization of training leading to the obtaining of teaching diplomas in horse riding issued or approved by the State. • The organization of training and the issuance of the corresponding diplomas of judges, referees and commissioners of competitions. • The evaluation of the level of technical mastery of the practitioners licensed to the Federation and the issuance of the corresponding certificates. • The development of all regulations concerning equestrian activities. • The organization of all departmental, regional, national or international sporting events; the rules of the tests used for the control of the performances of equidae must be approved by the Minister of Agriculture and Fisheries. • Participation in the organization, under the authority of the Minister in charge of sports, of the accession to high-level sport. • The organization of assemblies, congresses, conferences, exhibitions useful to horse riding. • The organization of actions to promote equestrian activities: the editing and publication of any document. • The development and approval of establishments, facilities and materials used in equestrian activities, including competition. • Participation in any organization by affiliation or convention in order to promote equestrian activities. • The organization of international relations.
Delivery	<i>Description of delivery model (does the NSO deliver directly, or is delivery the responsibility of other organisations?)</i>	Delivered by decentralised organisation
Strategic focus	<i>High level description of organisational focus (eg does the organisation focus primarily on one strategic area i.e participation or high performance, or is there a balanced approach across all strategic areas)?</i>	No specific area called out other than the development of the high performance capability ahead of Paris 2024

Administration model	<i>Administration model for the sport (shared services, etc)</i>	It appears to be shared service although data on staff at national or region level is not easy to find.
	<i>% of expenditure on administration (if known)?</i>	N/A
Staffing	<i>Total staffing numbers (if known)</i>	FFE staffing approx 19 (ex sec general) -no visibility to Region and department staffing
	<i>Breakdown of staffing across functional areas (if known)</i>	IT developer 4 Sports Support 8 Competition support 2 General Admin 3 Member support 2
Membership model	<i>Membership structure Who is a member and of what?</i>	Basic membership is Euro 805 paid to FFE and membership is FFE Competition license for amateur is E36 Pro licence is E330
Benefits / Advantages of model		Very inclusive model for all equine pursuits Centralised services and fees paid to FFE make for efficiency-not sure how local requirements are funded
Disadvantages of model		Seems as though it might be unwieldy
Other insights / observations		Difficult to see how they service this size of organisation with the team size. Two possibilities excellent exploitation of IT or hidden people in volunteers or regional opps
Additional comments		French association (2019 numbers) has approx 3.6 times more FEI events, 6.5 times more FEI registered athletes and approx times as many registered FEI horses as EA . these numbers need to be read carefully as horses and athletes can be registered for more than one discipline. French organisation less transparent in publication of information

International Equestrian model comparison – information collection template

Please provide information on the structural model using the following template:

Name of Organisation: Japan Equestrian Federation

Model/structure overview	<i>High level description of model (unitary, aligned, federated, etc) and key attributes</i>	Unitary model - Central body for Equestrian (Arts) Events in Japan including the Olympic disciplines (Dressage, Eventing, Jumping and Para Dressage) and the World Championship sport of Endurance. According to the FEI database, Japan does not participate in the Driving, Reining or Vaulting sports. In 2022 Japan has 95 FEI Registered Athletes , 65 Horses https://data.fei.org/NFPages/NF/Details/Federation/67/JAPAN-EQUESTRIAN-FEDERATION- compared with Australia - 545 Athletes, 645 Horses and Great Britain - 1296 Athletes, 2795 Horses JEF is a related organization of the Japan Racing Association (umbrella model? - https://japanracing.jp/en/about/jra_organization/) and a member of the Asian Equestrian Federation - https://en.wikipedia.org/wiki/Asian_Equestrian_Federation
Governance overview	<i>Role of board, committees, etc</i>	Nothing specific for JEF found (in English) though much information available for the parent body, Japan Racing - https://japanracing.jp/en/about/jra/structure.html
Disciplines	<i>Role of disciplines within structure; – integrated, separated, unified, etc</i>	Separate disciplines run under the JEF which like EA and the BEF is the conduit to the FEI and where relevant to the Para Olympics
	<i>How many disciplines (and which) are included in the structure?</i>	5 Disciplines - 4 Olympic disciplines of Dressage, Eventing, Jumping and Para Dressage
	<i>Where disciplines fit in the structure and how are they managed</i>	Appears that the 5 Equestrian disciplines of Dressage, Eventing, Jumping, Para Dressage and Endurance are all managed by the JEF as the central governing body
Regional Associations (eg States)	<i>Role of regional associations within structure; – integrated, separated, unified, etc</i>	State bodies as per Australia
	<i>How many regional associations (and which) are included in the structure?</i>	Not found
Financial	<i>Total expenditure last FY</i>	Told that financials are on the home page but I've been unable to locate them

Roles & Responsibilities	<i>General description of division of roles and responsibilities across the sport</i>	Not found
Delivery	<i>Description of delivery model (does the NSO deliver directly, or is delivery the responsibility of other organisations?)</i>	Not found
Strategic focus	<i>High level description of organisational focus (eg does the organisation focus primarily on one strategic area i.e participation or high performance, or is there a balanced approach across all strategic areas)?</i>	Balance of servicing all regions and the 4 sports (para dressage is looked after separately under a para-olympic body)
Administration model	<i>Administration model for the sport (shared services, etc)</i>	Not found
	<i>% of expenditure on administration (if known)?</i>	Not found
Staffing	<i>Total staffing numbers (if known)</i>	Not found
	<i>Breakdown of staffing across functional areas (if known)</i>	Not found
Membership model	<i>Membership structure Who is a member and of what?</i>	JEF is an associated body of Japan Racing, JEF is a Federated Structure with State bodies
Benefits / Advantages of model		
Disadvantages of model		
Other insights / observations		
Additional comments		

International Equestrian model comparison – information collection template

Please provide information on the structural model using the following template:

Name of Organisation: Equestrian Sport New Zealand

Model/structure overview	<i>High level description of model (unitary, aligned, federated, etc) and key attributes</i>	Unitary Structure. ESNZ Board with 4 discipline Board/Committees Dressage, Jumping, Eventing, Endurance
Governance overview	<i>Role of board, committees, etc</i>	Board of 9. President voted for by Members. Chairperson also voted by Members. Board member from each discipline decided by the discipline. 3 elected members. Role to oversee that development and implementation of strategy through Management. Review of risk profile and mitigation strategies. We also run an Audit/Finance and Risk committee, a Remuneration Committee, and a facilities committee. It should also be noted that via our structure the National Equestrian centres in Taupo and Christchurch come under the umbrella of ESNZ.
Disciplines	<i>Role of disciplines within structure; – integrated, separated, unified, etc</i>	Disciplines are empowered to deliver competitions to members through a network of Organising committees. They currently also look after development of officials.
	<i>How many disciplines (and which) are included in the structure?</i>	Dressage, Eventing, Endurance, Show Jumping, Para
	<i>Where disciplines fit in the structure and how are they managed</i>	
Regional Associations (eg States)	<i>Role of regional associations within structure; – integrated, separated, unified, etc</i>	No Regional Associations
	<i>How many regional associations (and which) are included in the structure?</i>	n/a
Financial	<i>Total expenditure last FY</i>	1.2 million Central. Group 5.3 million.
Roles & Responsibilities	<i>General description of division of roles and responsibilities across the sport</i>	
Delivery	<i>Description of delivery model (does the NSO deliver directly, or is delivery the responsibility of other organisations?)</i>	Delivery is responsibility of the Organising committees in dressage, Eventing and Show Jumping. Endurance is via a club structure. Jumping, Eventing and Dressage do deliver a number of events over a season as well, but only a few.
Strategic focus	<i>High level description of organisational focus (eg does the organisation focus</i>	I have attached our latest strategic documents for you along with last year's annual report.

	<i>primarily on one strategic area i.e participation or high performance, or is there a balanced approach across all strategic areas)?</i>	3 key areas <ol style="list-style-type: none"> 1. Quality Horse and Human Recreational Experiences. 2. Quality Horse and Human Competitive Experiences 3. World Winning Performances
Administration model	<i>Administration model for the sport (shared services, etc)</i>	The ESNZ office provides shared services across a number of functions including, Membership services, Financial, IT, Database, Website, High Performance.
	<i>% of expenditure on administration (if known)?</i>	
Staffing	<i>Total staffing numbers (if known)</i>	See structure attached.
	<i>Breakdown of staffing across functional areas (if known)</i>	See structure attached.
Membership model	<i>Membership structure Who is a member and of what?</i>	We run several different membership Options. I have provided a document that covers these off. <ol style="list-style-type: none"> 1. ESNZ Human membership <ul style="list-style-type: none"> - Full Membership - Introductory membership - Child Membership - Casual Membership - Non-Competing Membership (Officials/Coaches/office holders) 2. ESNZ Equine Membership <ul style="list-style-type: none"> - Full Fee Only 3. Discipline Start – One off fee for the year 4. Discipline Levy – Per start
Benefits / Advantages of model		I am unsure. The sport has been delivered in a certain way for a long time here. My view is it may not be well set up to support future development and participation objectives of the organisation.
Disadvantages of model		No of boards, subcommittees. Lag in time around information and decisions. Conflict that exists on Discipline Boards/Committees
Other insights / observations		Only in the role for 8 months so working my way through this. Need for greater clarity around inclusion of the equine industry not just competition.
Additional comments		I am very interested in understanding the path that Cycling Australia went down 'A great step forward': end of messy overhaul heralds new era for Australian cycling Cycling The Guardian

International Equestrian model comparison – information collection template

Please provide information on the structural model using the following template:

Name of Organisation: **Royal Dutch Equestrian Federation**

Model/structure overview	<i>High level description of model (unitary, aligned, federated, etc) and key attributes</i>	Created in 2002 to bring together various diverse equestrian sport bodies. Seems to be single governing body with direct membership of individuals and clubs and riding centres
Governance overview	<i>Role of board, committees, etc</i>	Board(6 members) ,a 24 member council of members has a key role in approving policy this council consists of Representation of all KNHS regions, but also of every discipline affiliated with the KNHS and also recreation, youth, equestrian entrepreneurs (other legal entities / sports providers) and competition organizers are added. This brings the number of members to 24. eleven representatives from the KNHS regions nine representatives from the sports forums/disciplines (national associations , disciplines , recreation) three representatives from the platforms (youth , equestrian entrepreneurs , competition organizers) A representative from the Federal Athlete Commission ; The regions, disciplines jumping, dressage, driving and recreation have 2 votes and the rest have 1 vote.
Disciplines	<i>Role of disciplines within structure; – integrated, separated, unified, etc</i>	Disciplines are responsible through discipline forums for all sport related matters
	<i>How many disciplines (and which) are included in the structure?</i>	9 (Dressage & Para, Driving & Para,Jumping, Eventing,Endurance,Vaulting, Trek(recreational looks like “handy mount”)Reining, Harness
	<i>Where disciplines fit in the structure and how are they managed</i>	Each discipline in equestrian sport has its own forum. There they think about the sport, discuss new ideas and determine the rules of the game. They look at the entire breadth of the sport, from intake to top level. The forums comprise a rep from each region
Regional Associations (eg States)	<i>Role of regional associations within structure; – integrated, separated, unified, etc</i>	Regional organisations vary in size and structure -some have boards and discipline functions others have executive officers , some regional organisations seem to broken down to districts.It seems their role is to organise and co-ordinate competition in the districts through the clubs.
	<i>How many regional associations (and which) are included in the structure?</i>	11 regional associations plus national associations for driving(with 5 districts) endurance and reining -see above under governance for inclusion in the structure. 17
Financial	<i>Total expenditure last FY</i>	TBA

Roles & Responsibilities	<i>General description of division of roles and responsibilities across the sport</i>	Horse welfare, safety and the integrity of the sport (fair play, match fixing and doping) are driven at the national body level as is representation to the FEI and Dutch OC.
		<p>National competitive sport is organized at the KNHS in 11 regions (sometimes with circles) including the local KNHS associations. In the driving sport there are no regions, but 5 driving districts.</p> <p>Discipline forums -Each discipline in equestrian sport has its own forum. There they think about the sport, discuss new ideas and determine the rules of the game. They look at the entire breadth of equestrian sport, from intake to top level. Each region assigns a person This person is regionally active and bridges the gap between equestrian athletes, the region and the national body</p> <p>Additionally they have a Topsport (I have interpreted this as High performance) committee for the key disciplines comprised of largely of coaches in that discipline. Federal Athletes committee which advises the national body on its High-performance program. Not sure how these last two bodies interact but the federal athletes committee has a rep on the members council whereas the top sport committees do not.</p> <p>Members council-The Council of Members is the representative of our supporters within the KNHS and has a policy role in the development and adoption of, for example, multi-year policy plans, annual plans, budgets and annual accounts. Sports-specific matters are handled in the discipline forums.</p>
Delivery	<i>Description of delivery model (does the NSO deliver directly, or is delivery the responsibility of other organisations?)</i>	It appears as though it is the responsibility of regions and associations to deliver according to the rules, statutes and programs designated by the discipline forums and national body.
Strategic focus	<i>High level description of organisational focus (eg does the organisation focus primarily on one strategic area i.e participation or high performance, or is there a balanced approach across all strategic areas)?</i>	<p>Appears to be a balanced approach across all areas-looks like there has recently been enhanced focus on horse welfare and a rework of general regs to support this . There seems to be a recognition that the sustainability of equestrian sport depends on horse welfare</p> <p>their values are below</p> <p>The KNHS works on the basis of four important (brand) values. These brand values are reflected in everything we do. These are the four criteria that all our actions always meet. It is our mentality, our foundation. It determines the way we interact with everyone from fan to opponent.</p> <p>Respectful What we do, we do well and with respect for each other.</p>

		<p><u>Committed</u> It's about you and your horse. We are here for you when you need us. Together we are the equestrian sport.</p> <p><u>Expert</u> We know what we are talking about. We know what it takes to let you and your horse practice equestrian sport in a responsible manner. We develop and share the knowledge.</p> <p><u>Open</u> We are open to the world, outside and inside. We enter into an open discussion and are open to new developments and insights. We are accessible to everyone.</p>
Administration model	<i>Administration model for the sport (shared services, etc)</i>	Looks as though most paid staff are at national office with mainly volunteers in the regions
	<i>% of expenditure on administration (if known)?</i>	
Staffing	<i>Total staffing numbers (if known)</i>	16 staff (excludes board members and 1 staff ,member who manages the equestrian centre)
	<i>Breakdown of staffing across functional areas (if known)</i>	<p>Not sure which if any are part time</p> <p>General manager 1</p> <p>Function heads 4- finance, High Performance, marketing(inc sponsors), Competition</p> <p>Member services-4</p> <p>3 -external contact points for organising committees and other sports providers</p> <p>4 -Discipline support people</p>
Membership model	<i>Membership structure Who is a member and of what?</i>	<p>As a member of the KNHS you receive a discount on events, equestrian equipment and other interesting products. In addition, you are extensively insured on and around your horse and you receive a free Paard&Sport Magazine. You can benefit from KNHS membership for just €25 per year. It appears that in addition to this there are start pass and registration fees to enter competitions-look as though a single startpass/licence applies for dressage/Eventing/jumping.</p> <p>These can be acquired through regions and associations cost unclear.</p>
Benefits / Advantages of model		<p>Seems to have clarity around roles of national body /discipline committees/Regions</p> <p>Membership council looks like a good check and balance and way to get members inputs in a co- ordinated way and includes an equestrian entrepreneurs seat(not completely sure what this entails)</p> <p>Looks like volunteers are still well engaged at regional level</p> <p>Recreational riders are recognised in the structure</p>
Disadvantages of model		Not clear of role of top sport committees and how it engages

Other insights / observations		The fee structure looks like there is a base rate for national membership plus an additional charge for competing above a certain level-this might be a way of structuring fees to be more appealing to riders who only want to compete at a base level or not at all.
Additional comments		Dutch association (2019 numbers) has approx 25% more FEI events, 43% more FEI registered athletes and >3 times as many registered FEI horses as EA .Total membership of Dutch org approx. 200,000-these numbers need to be read carefully as horses and athletes can be registered for more than one discipline. Dutch organisation seems to be very transparent in publication of information.

International Equestrian model comparison – information collection template

Please provide information on the structural model using the following template:

Name of Organisation: Swedish Equestrian

Model/structure overview	<i>High level description of model (unitary, aligned, federated, etc) and key attributes</i>	Federated model where “branches” are based on 10 different disciplines
Governance overview	<i>Role of board, committees, etc</i>	A Federal board with 13 members and 5 subcommittees
Disciplines	<i>Role of disciplines within structure; – integrated, separated, unified, etc</i>	Discipline is a specific sub committee under the direction of the Board
	<i>How many disciplines (and which) are included in the structure?</i>	10 Disciplines that include – Jumping, Vaulting, Dressage, Eventing, Parasport, Sport Driving, Reining, Distance Riding, Working Equitation, Mounted Games
Regional Associations (eg States)	<i>Role of regional associations within structure; – integrated, separated, unified, etc</i>	There are Districts. The term association is used in a different context and is essentially a riding club. There are 861 clubs and more than half of these run a riding school.
	<i>How many regional associations (and which) are included in the structure?</i>	There are 19 Districts
Financial	<i>Total expenditure last FY</i>	
Roles & Responsibilities	<i>General description of division of roles and responsibilities across the sport</i>	<p>RIDING SPORTS DISTRICT BASE OFFER</p> <p>The equestrian district's four cornerstones for a well-functioning district: Democracy - Competence - Resources - Together</p> <p>ROLE OF THE DISTRICT</p> <ul style="list-style-type: none"> • The associations are both the district's and the union's clients. • To be a cooperative organization for the associations in their district. • To take advantage of the associations' interest in society. • That the district takes into account the needs of the associations • That the districts are flexible and adapt their activities to the need. • That the district through education, support and advice gives the associations tools so that they can conduct a good business for the members of the associations. • Form a link for information between SvRF and the associations. • Work to ensure that the activities are conducted in accordance with the equestrian sport's guidelines and values. • Proximity to the associations and local knowledge is an important prerequisite for good contact with the associations.

		<p>DISTRICT</p> <p>MISSION</p> <p>Develop equestrian sports within the district</p> <ul style="list-style-type: none"> • Illuminate values and attitudes. • Illuminate the horse's welfare. • Opinion formation / municipal influence. • Follow societal developments. • Surveillance of the outside world. Association • Attend affiliated associations and riding schools. • Self-supervision. • Accession matters. • Give associations and riding schools advice and support. Knowledge transfer • Have knowledge of, and convey where the associations can gain cutting-edge expertise in different areas. <p>Coordination of the district's internal resources.</p> <p>Communication</p> <p>To inform the associations in the district through current tools.</p> <p>Municipal, regional and organizational contacts</p> <p>Create economic conditions in your own district.</p> <ul style="list-style-type: none"> • Support the associations in their contacts. Established 2020-11-11 <p>Competitions</p> <ul style="list-style-type: none"> • To coordinate the competition activities; Review of bills <p>Coordination of competition semesters</p> <ul style="list-style-type: none"> • To compile rules for DM and series. • Develop the competition business. • To support and engage competition organizers. Children and youth activities • Support the associations' youth sections. • To monitor the rights and opportunities of all young people to influence activities and activities all levels. • All activities for children must be based on the Convention on the Rights of the Child. • Plan and carry out activities for young people. DISTRICT EDUCATION OFFER • Continuing education for trainers and riding teachers.
--	--	---

		<ul style="list-style-type: none"> • Other relevant / current continuing education. • Leadership training: <ul style="list-style-type: none"> - Youth leadership course (ULK / VULK), Preparatory youth leadership course (FULK) - Equestrian training - Basic education - Leadership training in children and youth issues - Basic course for parallel leaders • Association board training. • Training in horse keeping, horse knowledge and horse welfare. • Educate competition organizers. • Competition officer training up to and including regional level in all branches within the district. • Educates and further educates educators in green card. • Education in riding school administration and development issues. • Basic knowledge of youth sections. • Equestrian development. <p>In addition to the above, the districts run training according to needs and wishes. In cases where there is a need cooperation between districts is encouraged.</p>
Delivery	Description of delivery model (does the NSO deliver directly, or is delivery the responsibility of other organisations?)	Based on the division of activities and clear definitions of who does what the NSO provides guidance while the Districts, Associations and Branches provide specific functions.
Strategic focus	High level description of organisational focus (eg does the organisation focus primarily on one strategic area i.e participation or high performance, or is there a balanced approach across all strategic areas)?	No, there are 4 main functions of the SEF and these are Youth Support, Competition, Quality control, and education. These are split into two areas which are the Board and the Office. The role of the SEF is to
Administration model	Administration model for the sport (shared services, etc)	Difficult to tell
	% of expenditure on administration (if known)?	Operating expenses and Personnel costs amount to 39,257 and 32,784 Swedish Krona respectively. Total revenue for the same year is 105,845 Swedish Krona so roughly 60% spent on admin.

Staffing	Total staffing numbers (if known)	46
	Breakdown of staffing across functional areas (if known)	Federation Society and Admin = 12, Communication and Marketing = 9, Sport and Competition = 12, Riding Club & Riding Schools = 12, Horse & Rider = 1
Benefits / Advantages of model		The associations have the responsibility of recruiting riders, running events, complying with safety and horse welfare requirements and have a District representative to deal with if there are any questions or issues. They can run stables of horses for hire or be a club where riders supply their own horses or a mixture of both. The rider is a member of the association which in turn is a member of the district and SEF.
Disadvantages of model		Works well in a country that does not have great distances to travel but may not be as effective in Australia but, as a whole, the model is robust and worth considering.
Other insights / observations		SEF have 10 organisations who are official sponsors and provide funding in specific areas. Insurance covers all members of Associations.
Additional comments		Riding is Swedens 3rd largest youth sport after Soccer and Floorball. They have some interesting components to their revenue generation and maybe it is worth adding this to the template rather than just focussing on costs.

International Equestrian model comparison – information collection template

Please provide information on the structural model using the following template:

Name of Organisation: **Swiss Equestrian Federation**

Model/structure overview	<i>High level description of model (unitary, aligned, federated, etc) and key attributes</i>	Federated
Governance overview	<i>Role of board, committees, etc</i>	A board of directors, an office, six commissions (these are sub committees) and consist of Vet, Medical, Regulations, Examination, Basic Training & promotion of Young Talent and 30 member associations
Disciplines	<i>Role of disciplines within structure; – integrated, separated, unified, etc</i>	<p>Leadership teams of the Disciplines - Integrated - The management teams are responsible for their discipline on behalf of the Swiss Equestrian Federation SVPS. The tasks of this body are regulated in the organizational regulations of the SVPS. The management team is the link between the riders and the SVPS in sporting matters.</p> <p>A management team consists of a head of discipline, a head of sport, a head of technology, a head of administration and a discipline veterinarian.</p> <p>The head of discipline and the members of the management teams are elected by the board of directors in the respective batches. It is possible, at the request of the management team, to elect one or two additional members to the management team who can relieve the five elected members.</p> <p>The management teams are responsible for filling the posts of those responsible for the specialist areas, such as those responsible for squads/teams, those responsible for training judges, etc.</p> <p>No double functions are permitted in the management team of the disciplines, neither for the discipline leaders nor for the team leaders. Deputies are possible.</p>

	<i>How many disciplines (and which) are included in the structure?</i>	28 disciplines, 22 full members and 8 partial members which encompass all FEI competition disciplines, polo, cavalry, some breeds societies, para, racing, western riding, trail riding, equine medicine and the Swiss breeders association etc.
Regional Associations (eg States)	<i>Role of regional associations within structure; – integrated, separated, unified, etc</i>	The Federation operates under a federalist system: the assets are not directly affiliated with the FSSE, but through their regional societies which are part of one of the five major regional associations, a specialized association or a federation breeders, themselves members of the FSSE. Currently, the FSSE has 22 full members and 8 partial members.
	<i>How many regional associations (and which) are included in the structure?</i>	N/A
Financial	<i>Total expenditure last FY</i>	No figures online or in the annual report
Roles & Responsibilities	<i>General description of division of roles and responsibilities across the sport</i>	No specific detail or org chart
Delivery	<i>Description of delivery model (does the NSO deliver directly, or is delivery the responsibility of other organisations?)</i>	9 disciplines have their own budget, which is managed by the respective directorates.
Strategic focus	<i>High level description of organisational focus (eg does the organisation focus primarily on one strategic area i.e participation or high performance, or is there a balanced approach across all strategic areas)?</i>	A balanced approach across a number of disciplines and societies
Administration model	<i>Administration model for the sport (shared services, etc)</i>	No real detail or org chart
	<i>% of expenditure on administration (if known)?</i>	Figures not available and the only information translated from the annual report relating to budgets mentioned revenue was down due to COVID and financial support was coming from the government.
Staffing	<i>Total staffing numbers (if known)</i>	This may be in the annual report but it is 39 pages long and in both Swiss German and French with no English translation available. There is no direct reference to staffing.

	<i>Breakdown of staffing across functional areas (if known)</i>	This may be in the annual report but it is 39 pages long and in both Swiss German and French with no English translation available. There is no direct reference to staffing
Benefits / Advantages of model		<p>Income from a wide variety of horse sport organisations that all follow the same horse and rider welfare guidelines and rules. Budgets allocated to disciplines to manage themselves.</p> <p>The secretariat as an operative position coordinates and supports the work of the association and is an effective service and competence center for sportsmen from the equestrian world, organizers as well as horse owners.</p> <p>The members of the commissions and the directorates of the FSSE take care of their attributions according to the strategic objective of the committee and according to their missions, skills and responsibilities. The officials, as representatives of the Federation, are responsible for the implementation and the corresponding competences.</p>
		<p>The FSSE chooses its commissions and directorates according to technical criteria. It pays attention to diversity.</p> <ul style="list-style-type: none"> • manages, coordinates and promotes all the interests of equestrian sport (training / promotion of the next generation / grassroots sport / elite sport), particularly in the disciplines of the FEI • is committed to ethically and professionally responsible behaviour towards the horse and the environment • actively supports the interests of horses and sportsmen in the equestrian world by working as an umbrella organization and networking with industry-specific organisations, horse breeding and politics.
Disadvantages of model		Seems to be overly complicated for a small country but also has to operate in 3 languages (English not included).
Other insights / observations		The Federal Statistical Office FSO recorded a total of 105,058 equids (horses, ponies and small horses, donkeys, mules and hinnies) spread over 18,739 farms. The Swiss Equestrian Federation had 30,300 horses and ponies registered in 2020.
Additional comments		They have a partnership and sponsorship program for extra income generation

International Equestrian model comparison – information collection template

Please provide information on the structural model using the following template:

Name of Organisation: US Equestrian

Model/structure overview	<i>High level description of model (unitary, aligned, federated, etc) and key attributes</i>	National governing body with 3 councils, 15 governance and administrative committees and 17 breed and discipline committees and 7 FEI sport committees. It is aligned.
Governance overview	<i>Role of board, committees, etc</i>	National body which funds US team and provides licensed competitions for all equestrians and is for all equestrians from leisure to elite. Board and 3 councils – international disciplines, member services and national breeds and disciplines council. Then have governance and administrative committees: adaptive sport, athletes advisory, audit, awards, breeders, budget and finance, competition mgt, ethics, governance, hearing, welfare, legislative, licensed officials, nominating and vet. Board, president and CEO are the only ones authorised to make decisions and is not involved in the daily operations of the organisation. President reports to the Board and CEO reports to the president
Disciplines	<i>Role of disciplines within structure; – integrated, separated, unified, etc</i>	Over 40 committees and working groups involving administrative and sporting functions. Approx. 477 senior competing members are representatives involved in governance structure. Integrated into structure and provide advice to the Board
	<i>How many disciplines (and which) are included in the structure?</i>	International disciplines: driving, dressage, endurance, eventing, jumping, para-equestrian, reining, vaulting. National disciplines: English pleasure, carriage driving pleasure, hunter, hunter/jumping seat equitation, parade horse, roadster, saddle seat, western, western dressage, western/reining seat equitation. Breeds: Andalusian/Lusitano, Arabian, Connemara, Friesian, hackney, Morgan, national show horse, Paso fino, American saddlebred, Shetland, welsh cob.
	<i>Where disciplines fit in the structure and how are they managed</i>	Discipline committees reporting to the Board and offering advice and running their own events and having their own membership.
Regional Associations (eg States)	<i>Role of regional associations within structure; – integrated, separated, unified, etc</i>	There seem to be no State us equestrian branches it is a unified model with committees not states. Discipline and Breed affiliates run their events and have own membership
	<i>How many regional associations (and which) are included in the structure?</i>	None
Financial	<i>Total expenditure last FY</i>	Revenue approx. \$29M

Roles & Responsibilities	<i>General description of division of roles and responsibilities across the sport</i>	US Equestrian manages all programs, rules, compliance, coaching, education, rankings, results, membership etc. All admin functions but not daily operational tasks . Affiliates manage events
Delivery	<i>Description of delivery model (does the NSO deliver directly, or is delivery the responsibility of other organisations?)</i>	The affiliates and disciplines run the competitions and US Equestrian provide the rules and admin. Affiliates run their own coaching accreditation not through USE
	<i>High level description of organisational focus (eg does the organisation focus primarily on one strategic area i.e participation or high performance, or is there a balanced approach across all strategic areas)?</i>	Vision is to bring the joy of horse sports to as many people as possible. Mission: Provide access to and increase participation in equestrian sports at all levels, ensuring fairness, safety and enjoyment. Sport is for fun and amateurism is at the heart, not a matter of exact tech quals. Good manners are the fundamentally important Exploitation of sport for profit alone, kills the spirit and retains only the husk and semblance of the thing. Fostering growth among newcomers and raising bar at home and abroad.
Administration model	<i>Administration model for the sport (shared services, etc)</i>	Centralised administration of rules and regs and central repository of information and learning.
	<i>% of expenditure on administration (if known)?</i>	N/A
Staffing	<i>Total staffing numbers (if known)</i>	Approx 110
	<i>Breakdown of staffing across functional areas (if known)</i>	
Membership model	<i>Membership structure Who is a member and of what?</i>	Riders are members of their affiliates and then also join US Equestrian to be eligible for awards and gain access to learning centre and gain member perks and discounts.
Benefits / Advantages of model		Funds the US team and centralises all rules and learning materials
Disadvantages of model		Have to join each discipline and /or breed society and also join US equestrian if want to record your results. Coaching accreditation through the affiliates- so cant be a multi – discipline coach
Other insights / observations		USE is the governing body but not the day to day. This is run by individual affiliates
Additional comments		Some good learning materials and videos on website and polished media – however very segregated and doesn't cater for those who want to work across disciplines. No individual state representation into the NSO

