

## Appendix 6 – Australian Equestrian organisations model comparative analysis

Name of Organisation: **HRCAV – Horse Riding Clubs Association of Victoria**

<b>Model/structure overview</b>	<i>High level description of model (unitary, aligned, federated, etc) and key attributes</i>	Organization began is 1981. Unitary structure. 244 member Clubs with over 6000 individual members spread across Victoria and parts of NSW and South Australia. Very autonomous and flat structure – Executive committee consists of The President, a Vice-President, a Secretary and a Treasurer, and six Committee members with a limit of two members from any one Club. There is also a senior Administrative Officer of the Association a co-opted member of the Committee. Much of the IP wrt rules, official’s accreditation and event management was drawn from EA (without permission).
<b>Governance overview</b>	<i>Role of board, committees, etc</i>	Executive Committee has full control of the Association – it dictates fees, sets rule, runs disciplinary actions, decides which clubs can and cannot join. HRCAV has clubs as its members (260) while Clubs attract individual rider members and officials who pay a fee to the club that in turn passes on insurance and HRCAV fees to the parent association.
<b>Disciplines</b>	<i>Role of disciplines within structure; – integrated, separated, unified, etc</i>	All disciplines are handled by the HRCAV wrt official’s accreditation, rule changes and accumulation of leader board points as well as grading points. The administration is centralized within HRCAV. There are discipline specific sub-committees to help decide rules, event guidelines etc.
	<i>How many disciplines (and which) are included in the structure?</i>	Disciplines are as follows: <ul style="list-style-type: none"> <li>• Dressage</li> <li>• Show Jumping</li> <li>• Combined training and horse trials</li> <li>• Showing</li> <li>• Navigation Rides</li> <li>• 3 Phase Equitation</li> </ul> <p>Note that the clubs deliver the events – HRCAV provides the rules and event framework for clubs.</p>
	<i>Where disciplines fit in the structure and how are they managed</i>	Discipline sub-committees operate within specified structure for member appointment, meeting protocol and code of conduct. There is a limit on how many members of the committee can be from one club.
<b>Regional Associations (eg States)</b>	<i>Role of regional associations within structure; – integrated, separated, unified, etc</i>	There are no regional associations – only member clubs spread across 3 states.

	<i>How many regional associations (and which) are included in the structure?</i>	244 across 3 states but concentrated in Victoria (as the name suggests). There is interest in spreading to Qld and WA as well as expansion in NSW.																				
<b>Financial</b>	<i>Total expenditure last FY</i>	Not known. Income from membership estimated to be \$340,000. Additional income from day membership and event levies.																				
<b>Roles &amp; Responsibilities</b>	<i>General description of division of roles and responsibilities across the sport</i>	There is a President, Vice President, Secretary and Treasurer as well as 6 committee members (no more than 2 from any one club) on the executive. This group makes all decisions wrt the Association.																				
<b>Delivery</b>	<i>Description of delivery model (does the NSO deliver directly, or is delivery the responsibility of other organisations?)</i>	HRC AV provides the framework but the clubs deliver the programmes directly to club members.																				
<b>Strategic focus</b>	<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 objectives of the HRC AV, apart from overseeing the overall interests of its Members, are summarised as follows: <ul style="list-style-type: none"> <li>• To promote interest in equestrian sports.</li> <li>• To promote good fellowship among those interested in equestrian sports.</li> <li>• To educate, train, coach and encourage Members of the Association.</li> <li>• To do all such things and acts conducive to the furtherance of the objects and interests of the Association</li> </ul>																				
<b>Administration model</b>	<i>Administration model for the sport (shared services, etc)</i>	Office is at Level 1, 20 Station Street Nunawading 3131 Victoria																				
	<i>% of expenditure on administration (if known)?</i>	Not known but suspect < 4 FTE.																				
<b>Staffing</b>	<i>Total staffing numbers (if known)</i>	Sally Mizzi – Chief Administration Officer with 4 staff (mix of full and part time)																				
	<i>Breakdown of staffing across functional areas (if known)</i>	Not known																				
<b>Membership model and Fees</b>	<i>Membership structure Who is a member and of what?</i>	<p>All fees, including the Club fee and the HRC AV levy and insurance component, are paid to your Club. Club fees can range from \$25 per year to \$300 per year depending on what services are provided to the members and how the Club is structured. The HRC AV levy and insurance fees are compulsory. Fees for 2021/22 (membership year commencing 1st November 2021) are as follows:</p> <p>FEES FOR THE 2021/22 YEAR COMMENCING 1ST NOVEMBER</p> <p>For Clubs:</p> <table border="1"> <thead> <tr> <th></th> <th>HRC AV LEVY</th> <th>INSURANCE</th> <th>TOTAL</th> </tr> </thead> <tbody> <tr> <td>Renewing Club</td> <td>\$90.00</td> <td>\$200.00</td> <td>\$290.00</td> </tr> <tr> <td>New Club</td> <td>\$230.00</td> <td>\$200.00</td> <td>\$430.00</td> </tr> </tbody> </table> <p>For riders: (paid to club)</p> <table border="1"> <thead> <tr> <th></th> <th>HRC AV levy</th> <th>Insurance</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Senior member</td> <td>\$53.00</td> <td>\$92.00</td> <td>\$145.00</td> </tr> </tbody> </table>		HRC AV LEVY	INSURANCE	TOTAL	Renewing Club	\$90.00	\$200.00	\$290.00	New Club	\$230.00	\$200.00	\$430.00		HRC AV levy	Insurance	Total	Senior member	\$53.00	\$92.00	\$145.00
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		<p>Junior member      \$53.00      \$47.00                                   \$100.00 Non Riding member \$  12.00                      \$18.00      \$30.00</p> <p>Day membership of club by non-members to participate in activities but without full membership is possible.</p>
<b>Benefits / Advantages of model</b>		<p>The HRCAV was borne out of rider frustration with the apparent focus of EVic on HP and elite riders. Professional riders dictated terms, got all the rewards and dominated events to the exclusion of grass roots and amateur riders. As a result, the member of EVic was decimated as more than 3000 members voted with their feet and joined HRCAV for a fraction of the cost of EVic registration. Most were members of the local clubs already (similar model to Germany) and so the ability to compete and train with their peers, rather than professional riders was very attractive as was the saving in fees. Insurance is comparable and the IP is near identical to EAs. In addition, many of the existing EA officials become accredited with HRCAV which has resulted in a shortfall in available officials to cover competitions under both systems.</p>
<b>Disadvantages of model</b>		<p>For a grass roots or amateur rider, there is no disadvantage. Ambitious or talented riders quickly outgrow the HRCAV cohort and competition format. The development of the Amateur Owner Rider Scheme within EA has been successful in attracting back some of the HRCAV riders.</p>
<b>Other insights / observations</b>		<p>EA needs to learn from the HRCAV model and ensure that it offers better value to its members and promotes programmes that are much less HP centric and more focussed on amateur riders who are in the sport for the social and learning benefits – competition is secondary and often not enjoyed at all.</p>
<b>Additional comments</b>		

## International Equestrian model comparison – information collection template

### Name of Organisation: Australian Stockhorse Society

<b>Model/structure overview</b>	<i>High level description of model (unitary, aligned, federated, etc) and key attributes</i>	Predominantly a breed society that also conducts events and training days. Started in 1971, this is a national organization headquartered in Scone NSW. It is the largest breed society in Australia, has 8,500 individual members and in excess of 200,000 horses registered with the Society. The Society has 60 Branches throughout Australia and currently one Branch in the United States of America, and one Branch in New Zealand. Our Branches conduct competitions and activities for Members in their area and assist in promoting the breed within the horse industry
<b>Governance overview</b>	<i>Role of board, committees, etc</i>	<p>Head office oversees rules, governance, finance, official accreditation, training guidelines and . It also sponsors major events. The majority of events – training, sales and competitions, are run by the branches. There are 10 directors – 3 are member appointed. CEO for office.</p> <p>Board updates are recorded and available for viewing on web page.</p> <p>Each board member is allocated branches that they need to represent at board level. Board members are allocated to the following sub-committees:</p> <ul style="list-style-type: none"> <li>• Events</li> <li>• Stud Book</li> <li>• Finance</li> <li>• Member Services</li> <li>• Youth</li> <li>• International and polocrosse</li> </ul>
<b>Disciplines</b>	<i>Role of disciplines within structure; – integrated, separated, unified, etc</i>	<ul style="list-style-type: none"> <li>• Dressage/SJ/Eventing</li> <li>• Youth</li> <li>• Campdrafting</li> <li>• Polocrosse</li> <li>• Endurance</li> <li>• Pony Club Games</li> <li>• Polo</li> <li>• Team Penning</li> <li>• Breed classes – led, Hack, Station horses, working, Challenge and futurity</li> </ul> <p>These are delivered by the branches.</p>

	<i>How many disciplines (and which) are included in the structure?</i>	There is a unified structure as this breed is renowned for its versatility so most horses participate in most if not all disciplines. Each discipline is overseen by sub-committees the members of which are appointed by the board.
	<i>Where disciplines fit in the structure and how are they managed</i>	Disciplines are managed primarily by the sub-committees and decisions enacted by the office staff
<b>Regional Associations (eg States)</b>	<i>Role of regional associations within structure; – integrated, separated, unified, etc</i>	Each director is allocated a number of branches that they have to represent. There are also Management Councils which represent each of the branch districts which is overseen by each of the directors.
	<i>How many regional associations (and which) are included in the structure?</i>	There are 60 branches in total across all states of Australia, one in NZ and one in the US. They are all administered by the national office in Scone.
<b>Financial</b>	<i>Total expenditure last FY</i>	Income - \$2.00M Total expenditure - \$1.56M
<b>Roles &amp; Responsibilities</b>	<i>General description of division of roles and responsibilities across the sport</i>	The principal activity of the society is: <ul style="list-style-type: none"> <li>• The promotion and preservation of the identity of the Australian Stock Horse</li> <li>• Breeding improvement and popularity of this breed of horse Via: <ul style="list-style-type: none"> <li>• Enhance member services to increase the membership base</li> <li>• Develop overseas branches</li> <li>• Increase sports participation</li> </ul> </li> </ul>
<b>Delivery</b>	<i>Description of delivery model (does the NSO deliver directly, or is delivery the responsibility of other organisations?)</i>	Services are delivered by the branches.
<b>Strategic focus</b>	<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 Society aims to preserve and promote the bloodlines of the Australian Stock Horse, recognised for its versatility and superior performance amongst work and leisure breeds.

<b>Administration model</b>	<i>Administration model for the sport (shared services, etc)</i>	Scone is the shared service office for all branches, the board and the national office.
	<i>% of expenditure on administration (if known)?</i>	Wages \$872,000/annum Total admin expenses \$1,288,000
		Income from membership and registrations = \$1,560,000 Total income \$2,000,000 Admin cost per member = \$151.53 (based on 8500 members) or nearly 80% of cost of full member and 168% of the cost of a competitor member.
<b>Staffing</b>	<i>Total staffing numbers (if known)</i>	Estimate of 10 FTE
	<i>Breakdown of staffing across functional areas (if known)</i>	All based in Scone at head office.
<b>Membership model</b>	<i>Membership structure Who is a member and of what?</i>	Membership level depends on whether you are a breeder, a competitor, a junior or a supporter. Fees shown in the table below. Membership has the following benefits: <ul style="list-style-type: none"> <li>• Access to training, education &amp; development opportunities</li> <li>• Receive ASH Journal &amp; Members e-Newsletter</li> <li>• Competition rights in ASHS Events</li> <li>• Horse Registrations &amp; Transfers</li> <li>• National Youth Programs including the National Youth Point Score &amp; ASHS National Youth Exchange</li> <li>• Stan's Stable Kids Club</li> <li>• Member Only Competitions &amp; Raffles</li> <li>• Voting Rights</li> <li>• Public Liability cover at ASHS Events</li> <li>• Receive discounted advertising rates in the ASH Journal &amp; Online</li> <li>• Sell through Approved ASH Sales</li> <li>• Eligible for Awards at ASHS Sponsored Events</li> <li>• Interact with like-minded people at events &amp; social activities</li> <li>• Opportunity to Join an ASHS Branch</li> <li>• Access to the ASHS Online Stud Book</li> <li>• Performance Recording</li> </ul>

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<b>Benefits / Advantages of model</b>		Simplified structure with shared service model for administration. Weight of responsibility for delivery of events lies with branches although the national office does run the National Championships.																																				
<b>Disadvantages of model</b>		Hard to find one																																				
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