

The current EA strategic plan is coming to an end and it's time to update. The idea is to work with each discipline to produce sub plans with clear lines of accountability and reporting. Sport Aus will invest in sports with the goal to see a return on that investment rather than just hand out funding to sports. The strategic plan needs to ensure:

- a) The sport has viable future beyond 2021
- b) Has priorities clearly identified
- c) Shows a transition to a unified model (think one national organization with members in each state)
- d) Tokyo 2020 and WEG (or Worlds) 2021 and beyond show an uplift in interest in all equestrian sports
- e) The transition includes a change in culture with emphasis on behavior, systems, accountability for self and others
- f) Will identify positive symbols of change to consolidate new structure and systems.

Why is this being done? To allow equestrian sports to endure in long term

Who needs to do this? All disciplines and others (cultural change starts at the top)

How will it happen? By fostering a flexible, adaptive, learning organization serviced by professional staff and guided by a skilled and productive board.

The new organizational structure will be able to embrace all horse related activities with the aim of having all horses in Australia in one register.

Modern educational strategies and systems will be applied.

Growth and development of sports accessible with the best technology. EA needs to have strong data systems in place. Investment and training in IT systems is essential.

Vision Inclusions

In 2030 EA has relevance to every equestrian participant in Australia. The organization is growing with skilled and adaptive administrators.

EA will be the central coordinating body with satellite bodies in each state who have a network with local disciplines. EA will build partnerships with other governing bodies such as Australian Veterinary Association and the Racing Industry.

It will be clearly identified what committees can share and what they can't.

Risk management is setting best practice (which is ever evolving) initiatives and insurance premiums are decreasing.

Private investment in the sport is increasing both improving grass roots standards and high performance results.

Hosting a WEG may be a possibility as well as developing further international events in Australia. Building stronger relationships with the Asia Pacific region will be a priority.

Breeding and development of sport horses is so successful that an export demand is rising.

Two streams of membership will cater for a wide range of disciplines and member interests. The two streams could be competition and recreational streams.

Equestrian sports need to be family oriented, encourage lifelong participation, be self-sustaining, have diverse appeal, continually learning from the best, be consistent across Australia, embody tradition with vision, be flexible and adaptive to external pressure, build a unified community.

Responsibility and Accountability

R – Who is responsible for the doing the work

A - Who is accountable?

C – Who should be consulted and involved

E - Who needs to be kept informed?

EA liaises with the FEI. Entry checked and record of entries and display results. Competitor licenses to compete for eventing. EA should congratulate successful candidates on passing qualifications. Technical feedback to EA goes via the National discipline committees.

There is currently an absence of funding for NDCs. State boards in WA meet three times a year with each NDC. They recognize good behavior and call out bad behavior.

The Culture of EA

The culture of an organization is central to its success. Culture is informed by systems, symbols and behaviors all of which are underpinned by a common set of values. Reference 'Walking the Talk' Building a Culture for Success by Carolyn Taylor.

We want to see more positive behaviors e.g. respect for different drivers and motivators for participation, improve listening skills, respect for people, systems, rules and regulations.

We want to see less protectionism, bullying, elitism, abuse of power and privilege.

Behaviours

Need to decide what you want to see more of and what you would like to see eliminated. Encourage people to do the right thing when nobody is watching. Always play the ball and not the man in any debates or discussions.

Symbols

Happy horses are a symbol of successful horse welfare programs.

The environment is friendly and welcoming, non-judgemental.

The dialogue used every day around the sport is strongly positive.

Social media standards of a high ethical standard.

Need to develop trust in people's motives for participation.

The sport has a credible image, exemplifies integrity, enthusiasm, energetic, passionate and team oriented.

Systems

Email connected NDC group to exchange ideas, support each other and ensure consistency.

Once per year state chairs get together to discuss cross discipline and generic issues.

NDC two meetings per year and telephone hook ups as required.

Early intervention in conflict resolution needs to be introduced.

Develop improved communication systems between members and state and national discipline committees.