

EQUESTRIAN AUSTRALIA 2020–2025 STRATEGY



The EA 2020–2025 Strategy provides four strategic themes against which detailed implementation plans and execution will be measured:

- * Excellence in risk management and compliance
- * Pathways that meet all participants' needs
- * Sustainability and efficiency
- * Governance and culture

The context is that all activity of national organisations, the state bodies, discipline committees, clubs and affiliates should be measured against benefit that accrues to participating members.

Detailed strategy implementation plans will be developed for each of the strategic themes. In the meantime, the strategic themes are used to guide our development and efforts.

EXCELLENCE IN RISK MANAGEMENT AND COMPLIANCE

OBJECTIVE

Deliver safe participation and horse welfare through a risk management framework, standards and training, which will be overseen by compliance assurance and consequence management.

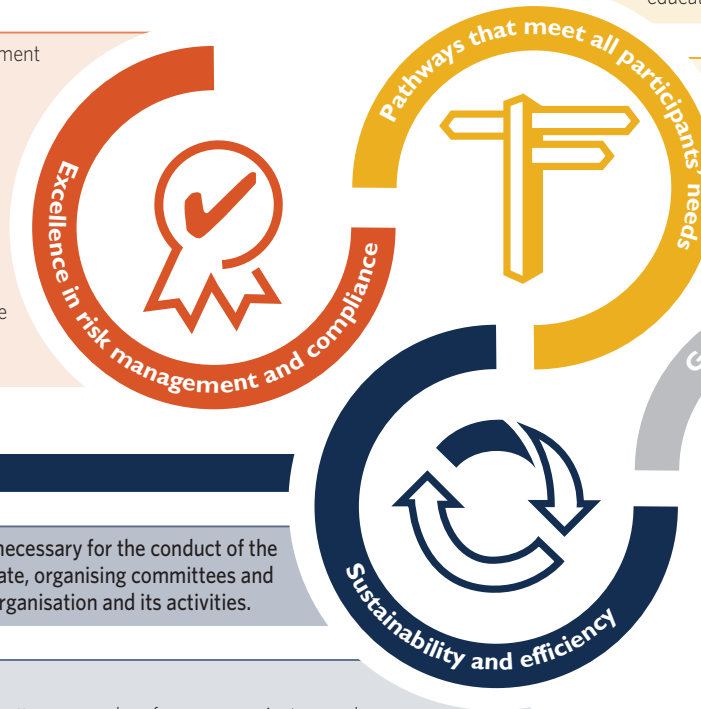
SUCCESS INDICATORS

A recognised global leader in equestrian safety and risk management evidenced by:

- * a reduction in injuries to horses and riders
- * improved completion rates in eventing
- * reduced insurance claims.

LIKELY IMPLEMENTATION STRATEGIES

- * Development of a national sport safety and risk management regime that provides standards, training, compliance assurance and remediation.
- * Establishment of national rider training and competency progression to prepare athletes for each level of competition and to ensure the welfare of horses.
- * Development of information and product sharing approach, leveraging the best that the sport has to offer, making it available to all organisers and organisations.
- * Establishment a national reporting, insight and assurance program that delivers ongoing improvement to position EA as the global leader in equestrian sport safety.



SUSTAINABILITY AND EFFICIENCY

OBJECTIVE

Deliver, efficiently and effectively, the services that are necessary for the conduct of the sport and are of value to individual participants, club, state, organising committees and disciplines, while ensuring the financial viability of the organisation and its activities.

SUCCESS INDICATORS

An effective and valued organisation evidenced by:

- * improved member satisfaction observed through participation and retention, survey and net promoter scores
- * financial reserves commensurate with contemporary industry practices that protect against unforeseen events and support investment in sports development
- * measured performance against agreed service levels
- * increased value to governments beyond HP outcomes through increased sports participation, demonstrated economic value, international influence, and contribution to policy development.

LIKELY IMPLEMENTATION STRATEGIES

- * Diversification of funding sources.
- * Rationalisation of services and development of a national/state MoU.
- * Definition of services to be delivered to agreed service levels at agreed costs.
- * Increased brand recognition and brand value through online and traditional channels by leveraging our age and gender diversity, the uniqueness of the sport, the accessibility to animal and athlete, our local and HP success, and by showcasing our individual athletes
- * Review and alignment of insurances to participants' needs.
- * Rationalisation and adoption of improved technologies and a technology strategic plan.

PATHWAYS THAT MEET ALL PARTICIPANTS' NEEDS

OBJECTIVE

Develop and implement coherent, structured and progressive pathways and training for athletes, coaches, officials, and volunteers through entry level to high performance, in all disciplines and for all aspects of participation, competition and horse management.

SUCCESS INDICATORS

Increasing value of and engagement in the sport evidenced through:

- * increased EA membership across ages and disciplines
- * increased participation in and completion of EA education programs by EA membership
- * improved retention of those already holding certification
- * increasing performance outcomes at national competition
- * international success by Australian athletes at WEG and Olympics.

LIKELY IMPLEMENTATION STRATEGIES

- * Development of a progressive training program in sporting disciplines and horse management, from beginner to professional level.
- * Development of support strategies for athletes, officials, and coaches through their chosen development pathways.
- * Expansion of the existing coaching scheme to provide a coherent structure for coach accreditation and increased support, including the delivery of training materials, assessments and ongoing professional development.
- * Promotion of development specifically for elite athletes as part of pathway to the high-performance programs.
- * Review of high performance and their integration into national pathways post 2020 Olympics.

GOVERNANCE AND CULTURE

OBJECTIVE

Review the EA national, state and discipline governance and operating models to develop an optimum acceptable approach for leadership and efficiency and effectiveness in delivery of the EA purpose and vision—delivering service to the members and fostering a culture of collaborative, community and sporting behaviours.

SUCCESS INDICATORS

Aligned sport governance and cultural behaviours from national through states and disciplines to clubs, affiliates and members evidenced by:

- * the contribution by members in determining the future structure of the sport
- * a well-attended and participatory sports forum held annually with broad representative attendance
- * a reduction in the number of committees and duplicated administrative functions
- * a reduction in the number of formal complaints
- * a positive trend in social media and members' sentiment measured through social media monitoring and membership survey
- * changes made to multiple constitutions, state and national committees and administrative approaches by end 2022.

LIKELY IMPLEMENTATION STRATEGIES

- * Review of existing constitutions, the operation of the disciplines and engagement with clubs and affiliates with a view of creating better alignment, improved members' outcomes, and less costly delivery.
- * Alignment and implementation of coherent and consistent sports disciplinary and judicial rules and practices from FEI through EA to states.
- * Implementation of a cultural program to foster collaborative, community and sporting behaviours in all disciplines.