

EQUESTRIAN

Nationally Aligned Strategy



EQUESTRIAN
AUSTRALIA

“Driving the sport forward together.”
Towards 2032 and beyond.



DARREN GOCHER
CEO, Equestrian Australia

A STRATEGY FOR EQUESTRIAN

I am delighted to share the Nationally Aligned Strategy for Equestrian in Australia on behalf of the Board.

With an all-of-sport focus, these strategic foundations will guide our sport from grassroots to podium through to 2032, while the strategic priorities and operating plans will take us to 2024 and evolve over time.

The theme “Driving the sport forward together” is as much about the industry working together, towards common goals and reshaping the culture, as it is about developing strategic initiatives that deliver sustainable growth for the sport while supporting our members.

The process has been collaborative with consultation across all key industry stakeholders. We are extremely pleased with the outcomes and our states and territories are looking to adopt and adapt in their respective plans.

Taking an all-of-sport approach enables us to deliver a better and more efficient service for members, advance development plans faster and create a positive impact for members, participants, coaches, officials, volunteers and fans.

I wish to thank the State Branches, Boards, Discipline Committees, staff, plus our members who have helped shape this strategy by participating in workshops, surveys, interviews and meetings. All contributions were invaluable to developing the strategy for the greater good of Equestrian.

Now that the strategic foundations are in place, the structural recommendations can progress with a structure that best delivers the strategy for the sport.

Together we can deliver a thriving, united community, fuelled by our passion for the sport.



EQUESTRIAN

The strategy process and progress with structure to come.



With the strategic foundations set, now the structural recommendations can be developed to best deliver the strategy.



1

EQUESTRIAN STATE-OF-PLAY

THE COMMUNITY THE SPORT



203,000+
Participants*



7
Disciplines



22,102
Members



9 Gold, 4 Silver, 8
Bronze at Olympic
and Paralympics



351
Clubs



1,268
Officials



29,000+
Volunteers



926
Coaches

THE ECONOMY

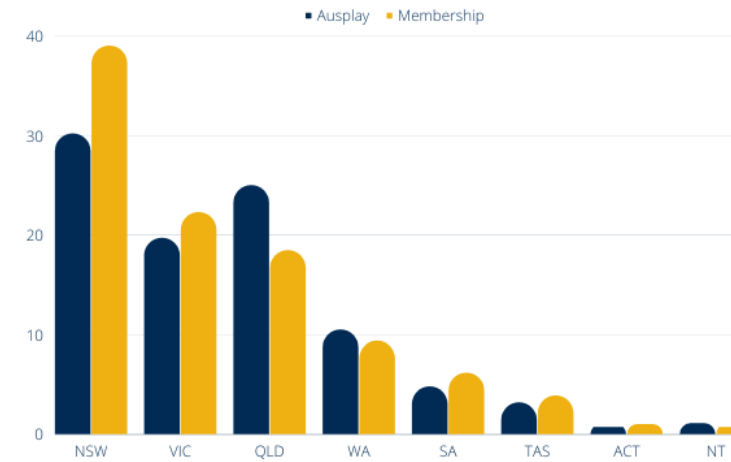


\$86 M spent on equestrian
participation per annum*

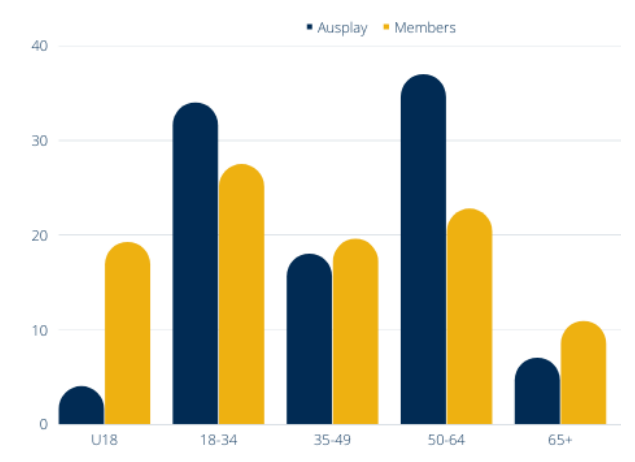
* Statistics from Sport Australia's AUSPlay Equestrian State-of-Play Report.

STATISTICS: MEMBERS VS PARTICIPANTS

STATE

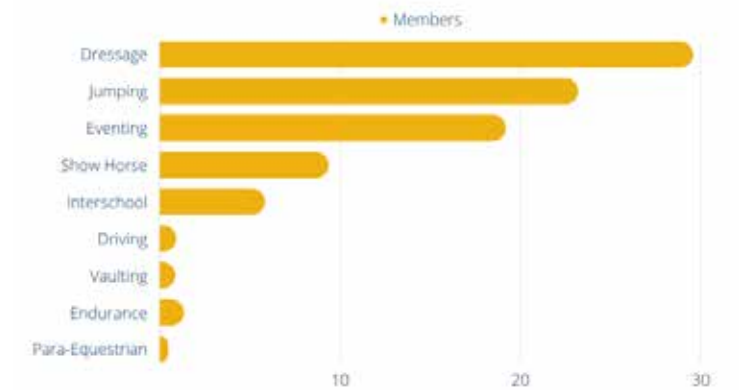


AGE



64.6% of respondents compete in more than one discipline while over **80%** have been involved with the sport for more than 11 years.

DISCIPLINE



BIGGEST OPPORTUNITIES FOR THE SPORT

Over 3,000 of our members provided feedback to the national survey on the biggest opportunities for the sport. The top 5 included education, youth and grassroots, international events, taking the lead in horse welfare and improving communication.

1



Education

Supporting younger riders, squads, officials, instructors and coaches

2



Youth & Grassroots

Training, development, events & education

3



International Events

Olympic preparation and leveraging 2032 Brisbane Olympics to grow participation

4



Horse Welfare

Horse welfare and health

5



Communication

Transparency and listening to members



BIGGEST STRENGTHS FOR THE SPORT

Listening to our members, we agree with the top three strengths for equestrian, being our members, the community and the love of horses.

1



Members

The passion and dedication of members involved

2



Community

Extensive and large community of people involved in the sport, athletes, competitors, volunteers, officials, owners and breeders

3



Horses

People's love and devotion to working with horses



STRATEGIC FOUNDATIONS

OUR PURPOSE

Leading our sport.
Connecting a passion.
Inspired by the horse.

OUR VISION

A **thriving** and **safe** sport, **uniting** the Equestrian community.





OUR MISSION

Sustainably grow our sport and service our community through **engagement, collaboration** and **alignment**, while championing good **governance** and **horse welfare**.



OUR VALUES

How we operate - the guiding values that **T**hrough **E**xcellence it all together.

Driving our culture are four key values that represent how we will work together, behave and support each other: **Teamwork, Integrity, Inclusion and Excellence.**

These values become part of our **Sport's DNA** and form our culture to deliver the strategy, from grassroots to elite, and from administrator to industry stakeholders.



TEAMWORK

INTEGRITY

INCLUSION

EXCELLENCE

- We **collaborate** and work together in **harmony**
- We do what we say and **communicate** with authenticity
- We show **respect** to everyone and respect different views
- We are stronger **together**

- We are **fair**, transparent and consistent
- We make **ethical** decisions
- We are **committed** to protecting our sport, people and horses

- We create a **welcoming** environment and sense of **belonging**
- We make our sport **accessible**
- We value all **equally**

- We strive for continuous **improvement** and **innovation**
- We are **courageous** to make bold decisions for the greater good of the sport
- We are **performance-driven** and impact focussed

3

STRATEGIC PRIORITIES

STRATEGIC PILLARS

The strategic plan is built around three key pillars, supported by our people and guiding values to build a positive culture. The strategy acknowledges where we are now and where we are going.

Pillar one is building strong foundations that will in turn support pillar two, in developing sustainable growth for the sport. The third pillar is excellence in performance in all that we do from best-practices, processes and performance.

1



STRONG FOUNDATIONS

Work **harmoniously** to build **relationships**, champion safety, integrity, efficiency, governance and service the community.

Welfare, wellbeing and the experiences of our horses, people and clubs is our focus

2



SUSTAINABLE GROWTH

Secure our future by increasing **reach, awareness** and **revenues** with innovation.

Sustain, grow and **service** our community through increased participation, robust education and quality events.

3



EXCELLENCE IN PERFORMANCE

Provide **pathway** opportunities and **prepare** Australian athletes, coaches, officials and horses with world's best **practices, processes** and **performances**.

1

STRONG FOUNDATIONS

Strategic Objective

Work **harmoniously** to build **relationships**, champion safety, integrity, efficiency, governance and service the **community**.

The **welfare, wellbeing** and the **experiences** of our horses, people and clubs is our focus.

Strategic Priorities

1. Horse welfare
2. Health & safety program & delivery
3. Sport governance – risk, finance & integrity
4. Creating role clarity and shared services
5. Cultural change



2

SUSTAINABLE GROWTH

Strategic Objective

Secure our future by increasing **reach, awareness** and **revenues** with innovation.

Sustain, grow and **service** our community through increased **participation**, robust **education** and quality **events**.

Strategic Priorities

1. Member services and clubs, communication engagement
2. Digital innovation - database, website, IT platform
3. Deliver education via LMS
4. Recruit, reward, retain officials, volunteers and coaches
5. Diversify revenue through commercial opportunities, events and innovation

3

EXCELLENCE IN PERFORMANCE

Strategic Objective

Provide **pathway** opportunities and **prepare** Australian athletes, coaches, officials and horses with world's best **practices, processes** and **performances**.

Strategic Priorities

1. Performance pathway strategy
2. Athlete, coach and officials development
3. Olympic, Paralympic & World Championship programs



MEASURES OF SUCCESS



Funding, Commercial and Financial Sustainability



Good Governance, Risk Frameworks & Structure



Safety Initiatives Implemented



Integrity Framework (Member Protection, Child Safeguarding & Complaint Resolution)



Participation, Membership, Servicing and Growth



Logical Pathways



High Performance Success



Improved Efficiencies & Shared Services



Horse Welfare



Engagement & Member Communications



Cultural Improvement



EQUESTRIAN NATIONALLY ALIGNED STRATEGY

PLAN ON A PAGE

Purpose

Why we exist

Leading our sport. Connecting a passion. Inspired by the horse.

Vision

Where we are going

A thriving and safe sport uniting the Equestrian community.

Mission

How we will get there

Sustainably grow our sport and service our community through engagement, collaboration and alignment, while championing good governance and horse welfare.

Strategic Pillars

What is our focus



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 pathway opportunities and prepare Australian athletes, coaches, officials and horses to be world's best - practices, processes and performances.

Strategic Objectives

What we want to achieve

1. Horse welfare
2. Health & safety program & delivery
3. Sport governance - risk (including data and cyber security), finance, integrity
4. Creating role clarity and shared services model
5. Culture change

1. Member communication & Clubs engagement
2. Digital innovation - database, website, IT platform
3. Deliver education via LMS
4. Recruit, reward, retain officials, volunteers and coaches
5. Diversify revenue through commercial opportunities, events and innovation

1. Performance pathway strategy
2. Coach, athlete & officials development
3. Olympic, Paralympic and World Championship program

Strategic Priority

What we will focus on

KPIs

How we measure success

Financials | Safety | Culture | Efficiency

Participation | Membership | Revenue | Retention

Medals | Rankings | Performance | Pathways

Values

that T&E it all together



TEAMWORK

- Collaboration
- Communication
- Respect



INTEGRITY

- Fair
- Ethical
- Transparent



INCLUSION

- Welcoming
- Equality
- Belonging



EXCELLENCE

- Performance-driven
- Courageous
- Innovative



EQUESTRIAN AUSTRALIA