



EQUESTRIAN
AUSTRALIA

2024 Strategic Forum Summary



Agenda

- Introduction & Welcome
- Strategic Pillars
- Introduction from the CEO
- Workshop 1 – Horse Welfare
- Strategic Pillar Focus
 - Health & Safety
 - Integrity
- Financial Outlook
- Workshop 2 – Financial Sustainability



A Structure to deliver the Strategy



Nationally Aligned Strategy

Our Nationally Aligned Strategy consists of three pillars:

- 1. STRONG FOUNDATIONS**
- 2. SUSTAINABLE GROWTH**
- 3. EXCELLENCE IN PERFORMANCE**



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EQUESTRIAN
AUSTRALIA

Nationally Aligned Strategy – Pillar One

STRONG FOUNDATIONS

- **Horse welfare**
- **Health and safety program & delivery**
- **Sports governance – risk, finance and integrity**
- **Role clarity and shared services**
- **Culture**



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Nationally Aligned Strategy – Pillar Two

SUSTAINABLE GROWTH

- Member services, clubs, communication, engagement
- Digital innovation
- Innovation in education
- Recruit retain reward officials, volunteers, coaches
- **Diversify revenue** stream



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Nationally Aligned Strategy – Pillar Three

EXCELLENCE IN PERFORMANCE

- Performance pathway strategy
- Athlete, coach and official development
- Olympic, paralympic and World Championship programs



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Introduction from the CEO

BACKGROUND

- Acting CEO since July 2024.
- A keen Dressage competitor, with a lifelong involvement in horses in the UK and NZ as well as a breadth of experience in management and equestrian sports administration.
- Former Chief Executive of the New Zealand Pony Clubs Association (NZPCA).

GOALS FOR EA

- Improve and strengthen the organisation for the next generation.
- Achieve financial sustainability and governance reform
- Focus on financial management, stakeholder engagement, and organisational strategy.
- As Acting CEO maintained organisational continuity and led a successful restructure of staffing and enhanced stakeholder relationships.



FEI 2024 Equine Welfare Action Plan

A presentation was shared from the FEI General Assembly.

2024 Equine Welfare Action Plan “Being a Guardian”

[FEI Sessions 2024 – Abu Dhabi \(UAE\) – Equine Welfare Strategy Action Plan](#)



Click on the image above to watch the video



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FEI Dressage SLO Action plan

A presentation was shared from the FEI General Assembly.

Dressage SLO Action Plan

[FEI Sessions 2024 – Abu Dhabi \(UAE\) – Equine Welfare Strategy Action Plan](#)



Participants

- International Dressage Riders Club (IDRC)
- International Dressage Trainers Club (IDTC)
- International Dressage Officials Club (IDOC)
- Dressage Organisers (DO)
- European Equestrian Federation (EEF)
- Pan American Equestrian Federation (PAEC)
- FEI Dressage Technical Committee (DTC)
- FEI Para Dressage Committee (PETC)
- FEI Veterinary Technical Committee (VTC)
- FEI Dressage Steward General
- FEI Team



Click on the image above to watch the video



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Discussion

Questions/ Comments	EA Response
1. What is EA's current procedure to deal with Horse Welfare Issues?	There is currently a procedure that ensures all Horse Welfare issues get reported to EA Integrity. These are then dealt with on a case-by-case basis including being reported to Police and the RSPCA if they are found to be serious.
2. How does EA deal with Horse Welfare issues on private property?	It is hard for EA to sanction members when conducting activities on their private properties. If there is evidence of Horse Welfare issues provided to EA, the member can either receive a warning or sanction.
3. Spreading the message of how the EA Integrity team and process works. Pony Club run online seminars.	EA will explore the seminars Pony Club is holding and consider how to implement that for all members.
3. A resource to lead the communications and advocacy	A dedicated communications specialist to lead EA's communications plan would be beneficial. EA acknowledges it needs to advocate on an ongoing basis rather than a once off however not financially viable at the moment. There were suggestions of using interns or pro-bono resources which EA will actively explore.



Workshop One – Horse Welfare

Workshop Questions	Key Themes/Discussion	
1. What does being a guardian mean?	<ul style="list-style-type: none"> • It is a joint approach • Social license to exist • Mental Health of the Rider • Physical Health of the Horse (A happy, healthy Horse) • The economic and social impact of the sport is important • Establish what ‘we’ believe to be acceptable and what is not 	<ul style="list-style-type: none"> • Ensuring trainers are registered • A Guardian Award • Guardian of the sports • More positive stories • There are lost of mixed messages about what is acceptable
2. What are our risks and opportunities in Australia?	<ul style="list-style-type: none"> • Risks <ul style="list-style-type: none"> • The use of video and social media • Judges and how they respond • Non-action is perceived as EA doesn’t care • Unlicensed and unqualified social users 	<ul style="list-style-type: none"> • Opportunities <ul style="list-style-type: none"> • Own the narrative – Communications, Training & Education, empowering volunteers, event organisers • Social Media • More Transparency • Inclusivity of environmental groups such as the RSPCA • Measurable data • Ongoing reviews – develop and solidify position with ongoing updating
3. What resources do we need?	<ul style="list-style-type: none"> • Committees with the relevant Skill Sets • Communicate effectively • Key Players to advocate 	



Health & Safety

A presentation was shared from Vireena Peacock, Equestrian Australia's National Safety Manager.

The Goal – A system that provides:



Health & Safety – A Complete Safety System

A complete
Safety System

People Engagement

- Directors
- Management
- In Field Leadership (OCs, Officials, Coaches)
- Members
- A Safety Focused Culture

Systems & Processes

- H&S Management System (Policies & Procedures)
- Verification & Audit
- Emergency Preparedness
- H&S Data Collection
- Management Reporting



Health & Safety - EA H&S System - People

Director Knowledge EA & State Boards

- Document director knowledge of 'primary duty of care' responsibilities.
- Develop & implement a director induction process
- Increase the knowledge of directors to ensure all directors have a comprehensive understanding

Management Knowledge EA & State Branch Managers & Discipline Heads

- Develop & implement a manager induction process
- Document manager knowledge of 'primary duty of care' responsibilities.
- Complete a management competency register to capture & document current understanding of ISO31000:2018.

In Field Leadership Club Committees, Officials & Coaches

- Develop & Implement training program to ensure knowledge of:
- Primary duty of care responsibilities
 - Risk management
 - Incident Management
 - Reporting Requirements

Member Knowledge

- Develop and implement:
- H&S education program for members to help members understand requirements and their reasons
 - Member culture & engagement survey and feedback process

Culture & Behaviours

- Develop H&S Recognition program – publicise wins and initiatives
- Reporting
- Improvements



Health & Safety - EA H&S System - People

H&S Management System

- Review & update policies & procedures
- Review & update risk register & then routinely
- **Quick win possible**

Verification & Audit

- Maddy to complete Internal Auditor program and then commence audit of systems
- System to be developed to verify implementation of requirements & their effectiveness

Emergency Preparedness

- Finalise & implement CIM process
- Expand implementation to all disciplines
- Train State & Discipline heads

H&S Data Collection

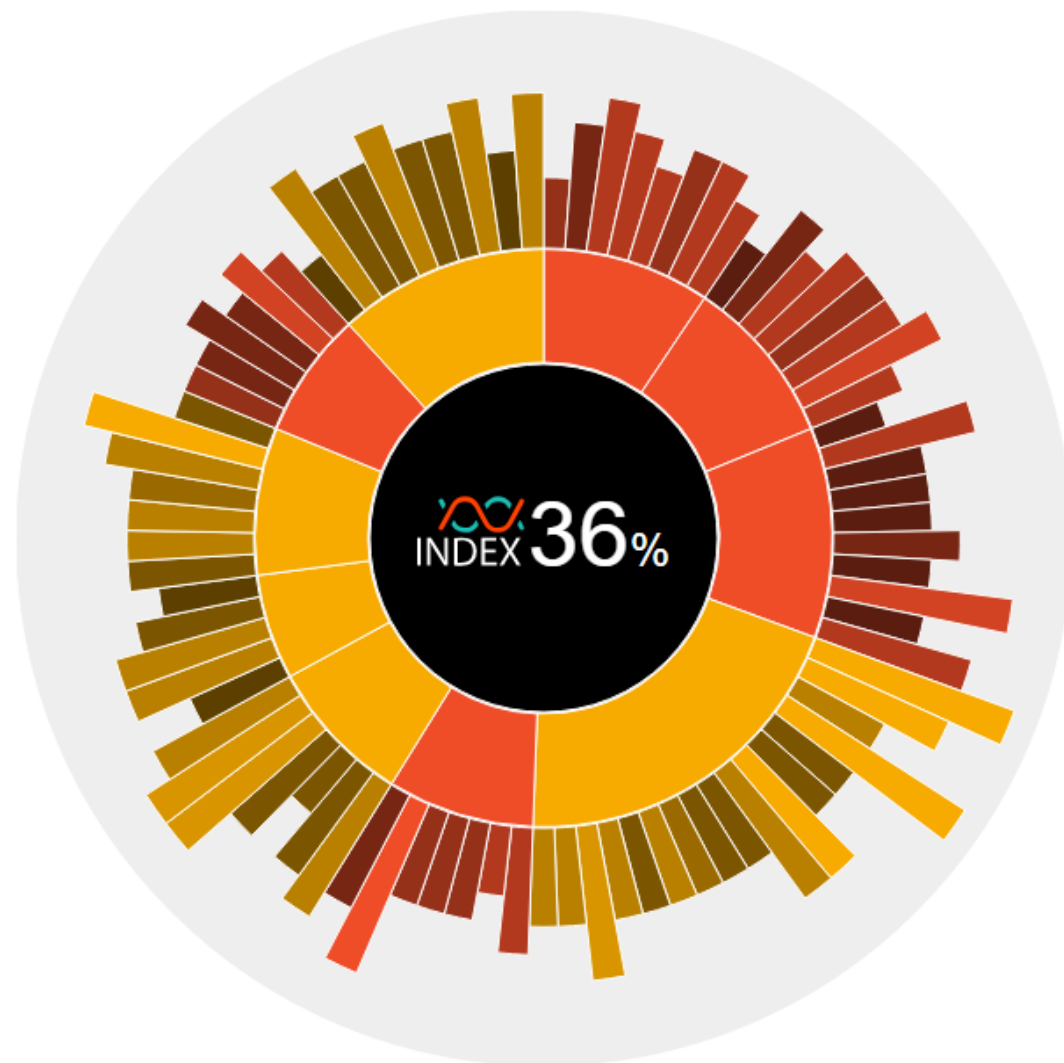
- Review, improve & simplify incident reporting process
- Standardise event risk assessment & management processes to enable hazard ID and capture

Management Reporting

- Report consistent health & safety incident information to management, boards EA & State – **quick win**
- Implement a systematic approach to reporting on member engagement/ compliance to management & board.
- Implement a systematic approach to notifying management & board when health & safety policy or procedure is breached – **quick win**



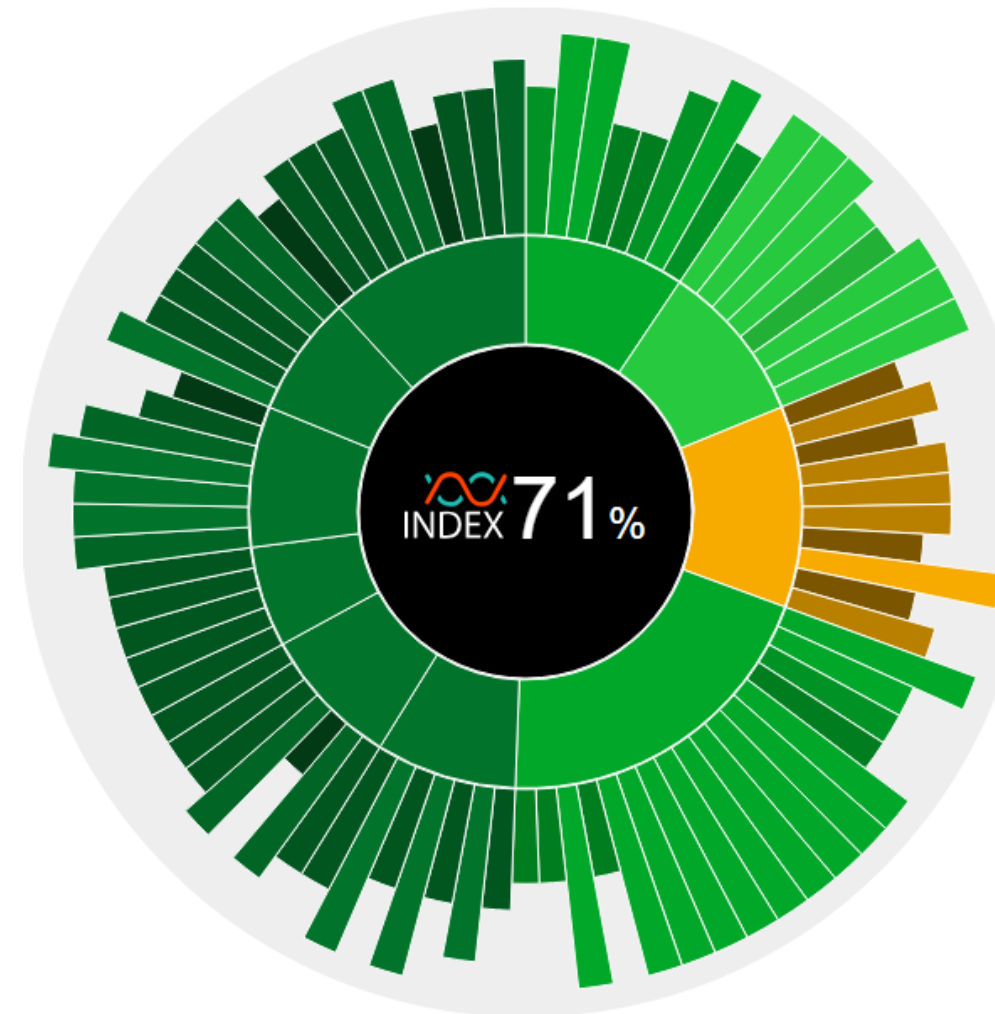
Health & Safety - Safety System Progress



Improve Capability >

Modules

- Director Knowledge !
- Management Knowledge !
- Worker/Contractor Knowledge !
- Health & Safety Management System !
- Verification & Audit Activities !
- Emergency Preparedness !
- Health & Safety Data Collection !
- Management Reporting !
- Worker/Contractor Engagement !
- Culture & Behaviours !



Improve Capability >

Modules

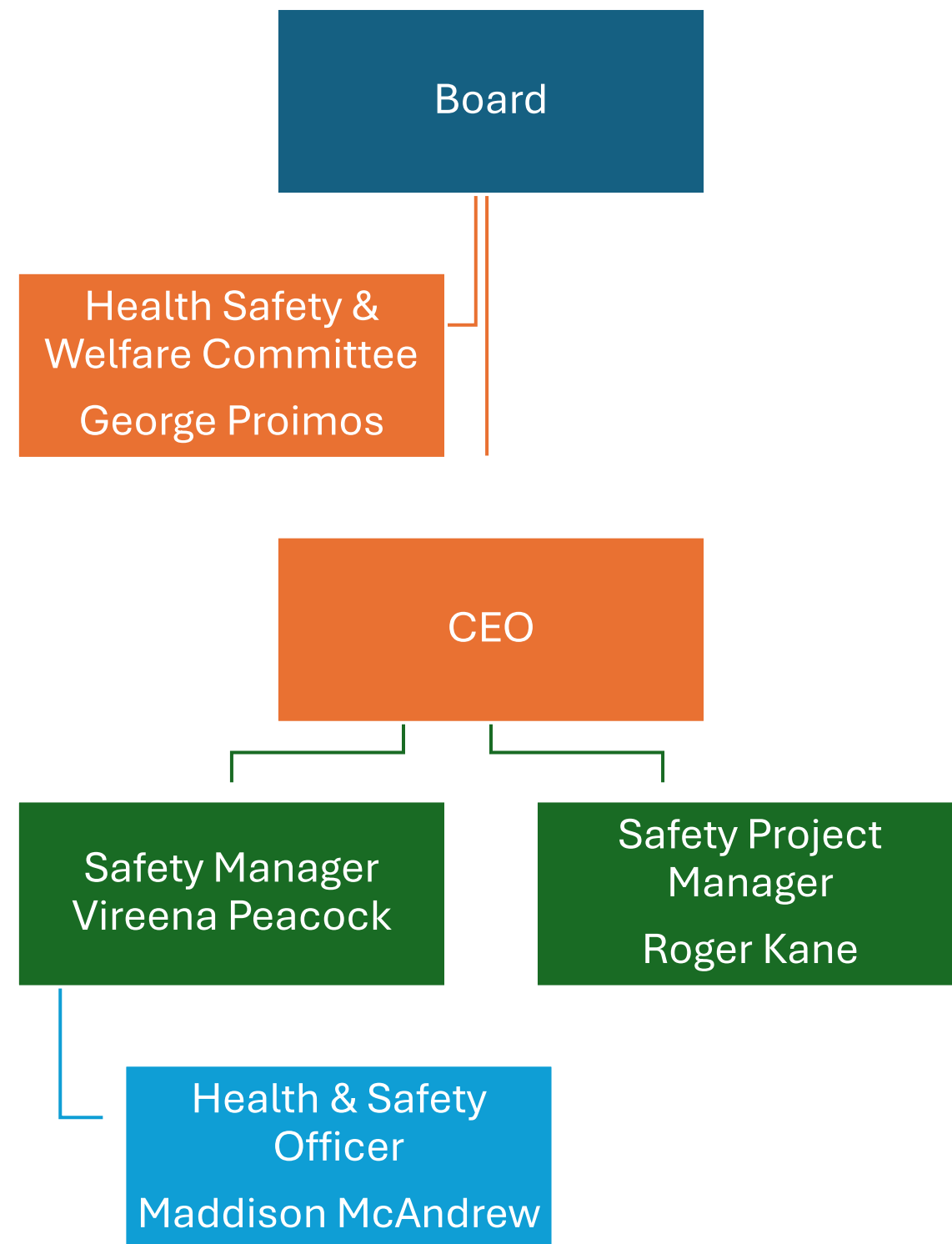
- Director Knowledge ✓✓
- Management Knowledge ✓✓✓
- Worker/Contractor Knowledge !
- Health & Safety Management System ✓✓
- Verification & Audit Activities ✓
- Emergency Preparedness ✓
- Health & Safety Data Collection ✓
- Management Reporting ✓
- Worker/Contractor Engagement ✓
- Culture & Behaviours ✓



A Structure to deliver the Strategy



Health & Safety – 2024 Focus



April 2024

New Health, Safety & Welfare Structure

Priority setting meeting

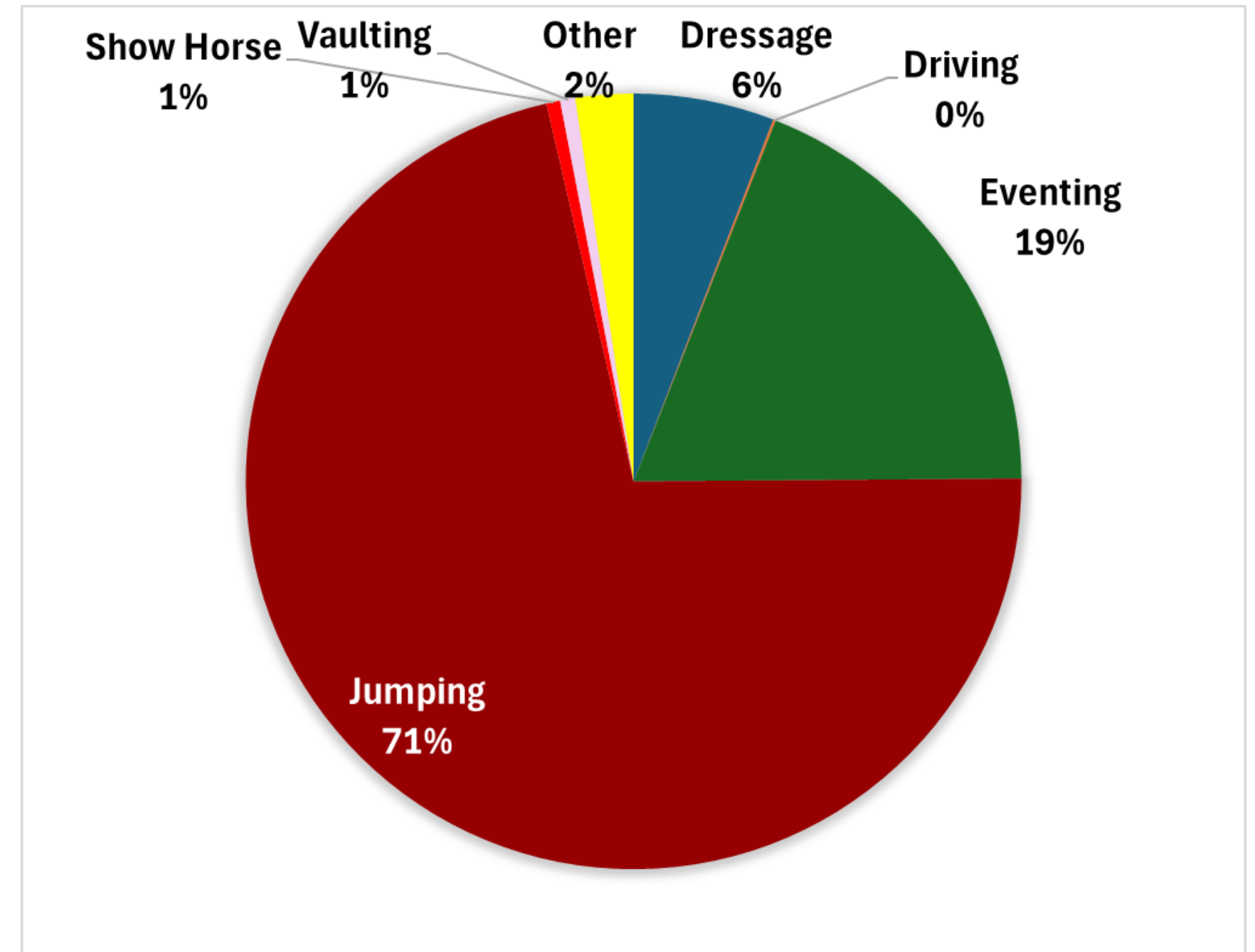
- New Safety System investigation – in progress
- ✓ Completion of Coronial Requirement Recommendations
- ✓ Implement new ASC Concussion Protocols
- Expand MMR to jumping and dressage – in progress
- ✓ Eventing SIMP review
- ✓ Data collection and reporting
- Horse Welfare review and approach – in progress
- ✓ Medical Conference at Sydney 3DE



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Health & Safety - Safety Performance

Form 08 Category	YTD 2024	YTD 2023	Variance
1. Fatality/ Simp Activation	1	9	-8
2. Other injury	131	204	-73
3. Concussion	67	136	-69
4. Horse Injury	11	38	-27
5. Fall – minor or no injury	2440	1043	1397
Total	2650	1430	1220



Health & Safety - Discussion

Questions/ Comments	Response
1. What is the reason for the significant change in safety performance data?	There has been a lot of work in ensuring people report incidents. Previously only serious incidents were reported, this has now meant more minor injuries are being reported.
2. Is safety reporting a part of the new ITT system?	It is currently not a component of the project however the current Safety365 software being used can integrate with all systems.
3. Are any of the Safety Committee Members involved in the ITT project?	No members are on the working group, however the Chair George Promios is looking at the system and providing feedback from a health & safety perspective.



Integrity

A presentation was shared from Brendan Keys, National Integrity Manager.

EQUESTRIAN AUSTRALIA VALUES

TEAMWORK

Collaboration
Communication
Respect

INTEGRITY

Fair
Ethical
Transparent

INCLUSION

Welcoming
Equality
Belonging

EXCELLENCE

Performance – Driven
Courageous
Innovative



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Integrity - National Integrity Framework

- ★ The Framework is a set of rules that all members of our sport need to follow when it comes to their behaviour and conduct in sport.

Safeguarding Children and Young People Policy

Member Protection Policy

Competition Manipulation and Sports Gambling Policy

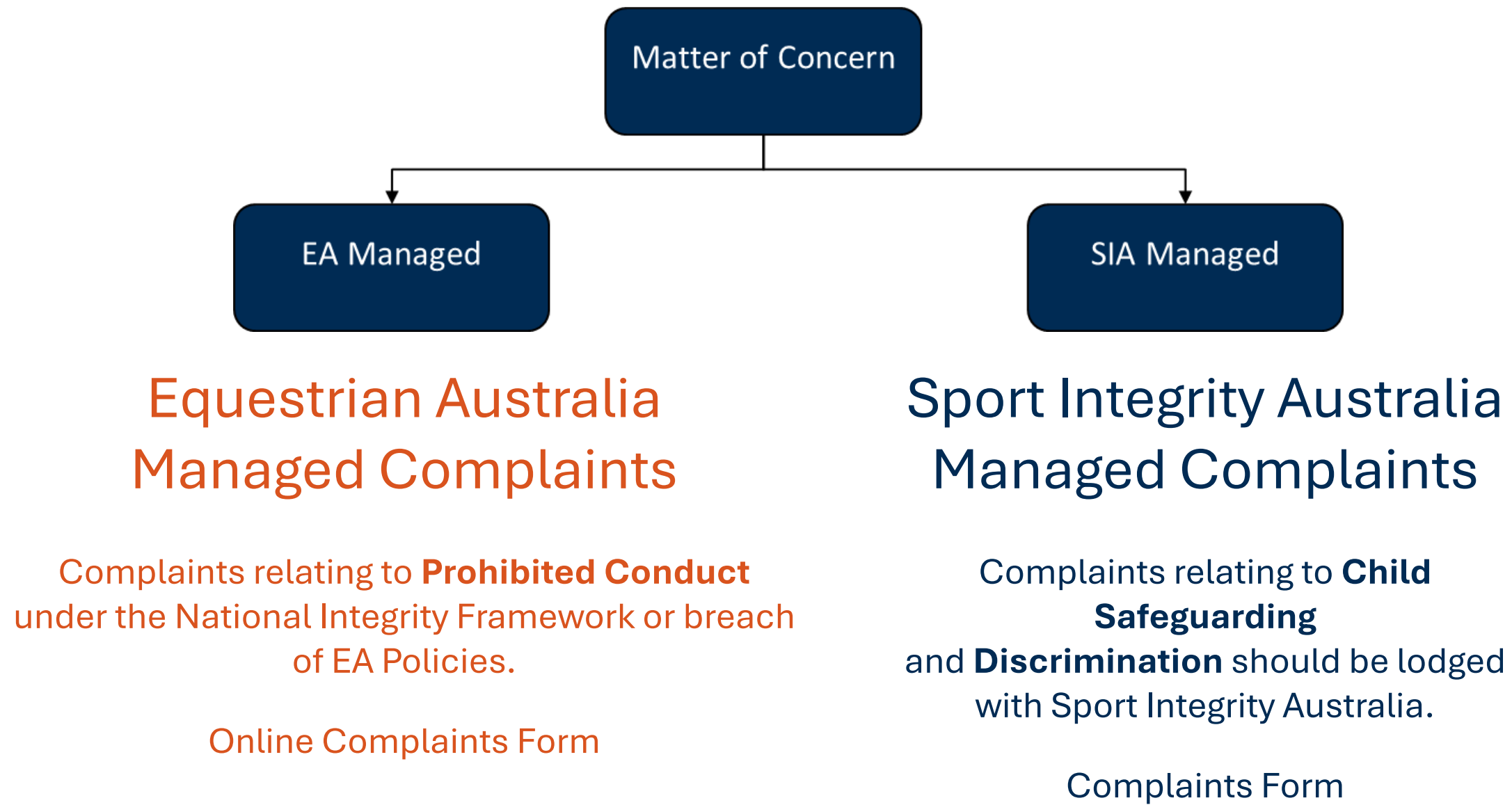
Improper Use of Drugs and Medicines Policy

- ★ These policies outline what types of behaviour are unacceptable in our sport – these behaviours are called **Prohibited Conduct**.

- ★ The NIF is directed at governing and moderating the behaviour of a relevant sports members *within* the sport (such as during EA sanctioned events) ; and therefore, Does not extend to the conduct of a sports members *outside* of the sport(such as private Facebook messages and commercial arrangements between EA members).



Integrity - Complaints Process



Policies are not retrospective.
You can only use the policy in place at the time of the alleged incident



Integrity – Step-by-step Process

This Process is outlined in EA Complaints, Disputes & Discipline Policy

STEP 1: Making a Complaint

STEP 2: Evaluation

STEP 3: Assessment/ Investigation

STEP 4: Outcome

STEP 5: Sanctions and Penalties

MOST OF THE COMPLAINTS EA RECEIVES RELATE TO:

- CODE OF CONDUCT
- SOCIAL MEDIA



Integrity – Case Categorisation Model

CATEGORY 1: BLUE – LOW

Category 1 matters involve minor allegations of Prohibited Conduct and mostly (although not always) involve a mistake, misunderstanding, or an absence of intent to harm.

CATEGORY 2: AMBER – MEDIUM

Category 2 matters allege Prohibited Conduct violations and may involve the risk of moderate or reasonable harm, or repeated, more severe or more complex Category 1 allegations. May also allege more severe prohibited conduct violations, or complicating factors, having regard to frequency, intensity, number of reported incidents or complaints received, or where the circumstances indicate a reasonable possibility for escalation.

CATEGORY 3: RED – HIGH

Category 3 matters may involve criminal behaviour and / or immediate risk of harm, and includes child abuse, sexual abuse and includes sexual misconduct, as well as serious assault, doping and corruption. Category 3 matters may include more severe Category 1 or 2 allegations where there is the presence of significant complications.



Integrity – Case Categorisation Model – Sanctions

Range of Sanctions and Related Measures include one or a combination of any of the following:

■ Category 1 Breaches

The following range of measures may be appropriate:

- Awareness of NIF Policies.
- Mandatory awareness and education requirements.
- Formal Warning and /or Reprimand.
- Requiring an apology.

■ Category 2 Breaches

The following range of sanctions could be considered (in conjunction with Category 1 measures):

- Formal conciliation or mediation.
- Counselling.
- Restricted duties or access.
- Supervision and mandatory oversight.
- Mandatory education and programs.
- Temporary suspension from relevant event /entity /club.

■ Category 3 Breaches

The following range of sanctions could be considered:

- Formal and mandatory awareness and education requirements.
- Formal Reprimand.
- Requiring an apology.
- Formal conciliation or mediation.
- Counselling.
- Role change /restricted duties or access.
- Supervision and mandatory oversight.
- Mandatory education and programs.
- Temporary suspension from relevant event /entity /club.
- Withdrawal of accreditation from the relevant sporting event.
- Permanent suspension /exclusion from the event /entity /club.
- Return of awards.



Integrity – Education

- Educate members and key stakeholders about EA's integrity policies and SIA's independent complaints process.
- Embed EA's values in all that we do.

HOW?

- Promoting and in some cases mandating the completion of Integrity and/or anti-doping courses.
- Targeting certain events and cohorts where we will partner with SIA to run face to face Education or outreach. Eg SIA having a stall at Interschools or Co-delivering information sessions to NSO/SSO Boards.

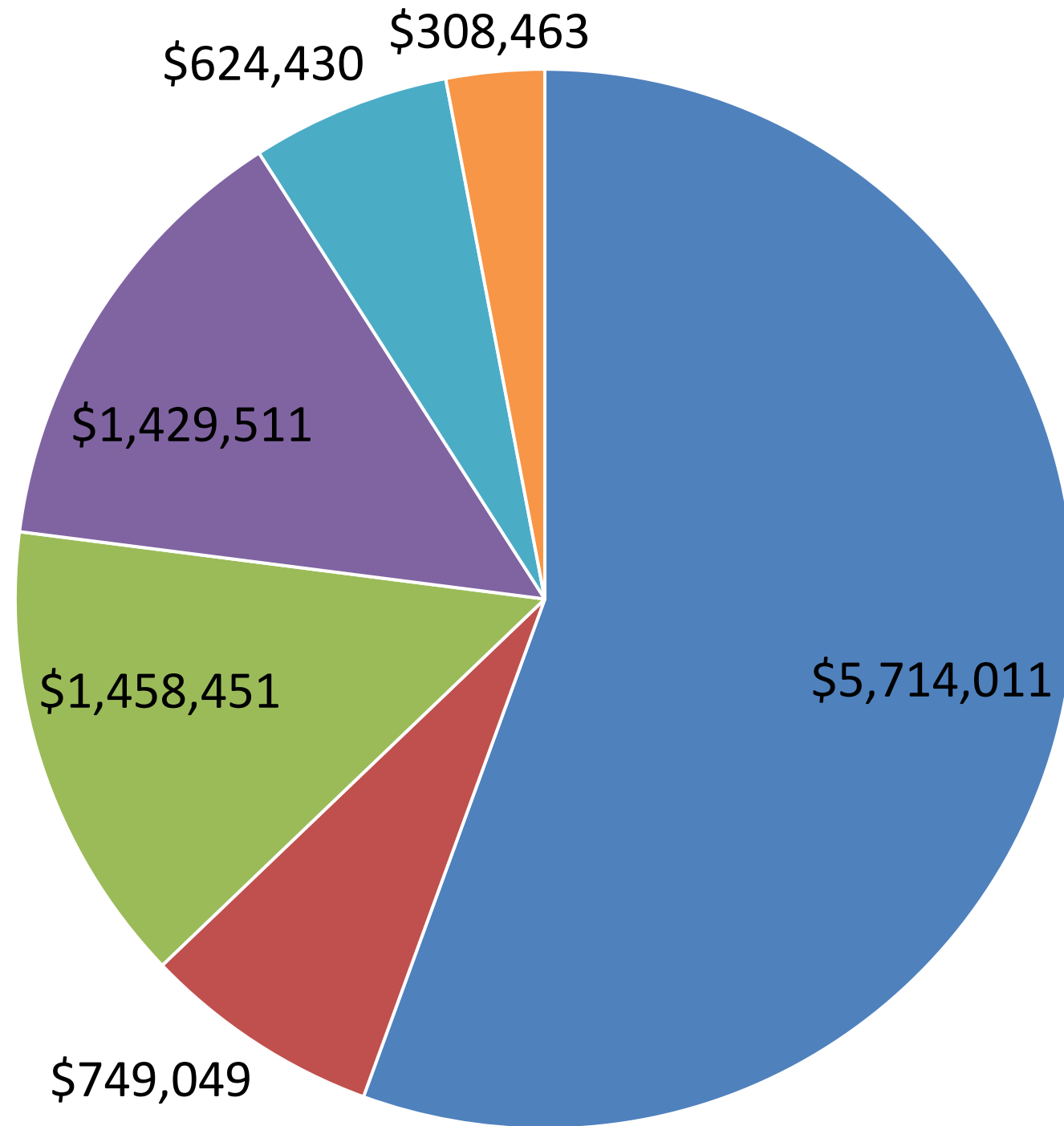
Integrity - Discussion

Questions/ Comments	Response
1. Is the Integrity Committee decision always taken to be the correct action?	The Integrity Committee is used to assess certain cases and provide advice to the EA Integrity Team on particular issues.
2. Are there some policies that may be lacking information?	There are some policies that aren't in existence which is a focus of 2025.
3. Since the centralization of Integrity to EA has there been a change in cost and time?	There has been a change in cost to EA as all Integrity functions are now being funded by EA with no State funding. The change in time has meant that the State's no longer have to deal with Integrity matters but that has meant a larger workload for EA Integrity which has meant more resources have had to be employed.



Financial sustainability

- HP Grant funding
- Member admin levies
- Education and participation
- Member insurance levies
- Club insurance levies
- Sponsorship



ANNUAL REVENUE
CIRCA \$10,000,000

Budget to deliver
services to members

\$749,049



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Workshop Two – Financial Sustainability

Workshop Questions	Key Themes/Discussion
1. What strategic partnership opportunities exist?	<ul style="list-style-type: none"> • Increasing merchandise • Visibility of brands on the EDMs to encourage sponsorship • Providing EA benefits for other clubs such as Pony Club • Providing sponsored grants (female and rural) • Reaching out to non-equestrian businesses for sponsorship • Tap into funds that are ear-marked for equestrian
2. What is our value proposition to future partnerships – as a sport and by discipline?	<ul style="list-style-type: none"> • Better value propositions are required • Gaining a whole of sport sponsor rather than for individual disciplines or events • Equestrian sport is gender neutral, caters for a wide range of disabilities, many different nationalities are engaged and is a significant employer
3. Diversification and Innovation – how can we use technology and other innovations to add revenue streams?	<ul style="list-style-type: none"> • Using the current digital platforms for revenue • Use of live streaming to gain sponsors • Filming segments such as ‘A day in the life’ to encourage participation and sponsorship
Other Comments	<ul style="list-style-type: none"> • The brand is fragmented between EA, the States and Disciplines – ensuring better alignment will help with sponsorship



Attendees

The EA Board would like to thank everyone who was able to join and provide valuable insights.

STATE BRANCH REPRESENTATIVES

Lynette Lee (EVIC)	Fiona Phillips (EVIC)	Kate Wallis (EVIC)	Christopher Mann (EVIC)
Andrew Paech (ESA)	Scott Donner (ESA)	Amy Eggleton (ENSW)	Ally McLean (ENSW)
Nicky Rockwell (ENSW)	Anne Wilkins (EWA)	Zac Acott (EWA)	Briston Toft (EQ)

DISCIPLINE COMMITTEE REPRESENTATIVES

Janet Houghton (Eventing)	Wendy Bruswezski (Driving)	Gillian Botten (Dressage)	George Sanna (Show Jumping)
Lorri Mansell (Show Horse)	Lisa Baker (Para Equestrian)	Danni Fraillon (HP Para Equestrian)	

INVITED GUESTS

Karma Wilson	Lucy Galovicova	Virginia Creed	Jenny Gehrke
Chris Burton	Jane Hodder	Katrina Bignasca	

EA DIRECTORS & EX-OFICIO

Christie Freeman - Chair	David Shoobridge	Chris Bennecke	Jane Ballantyne
Maggie Hundertmark	Nicholas Ballard	Zac Miles	Stephanie Lyons
Sam Jones - CEO	Holly Fulker – Company Secretary	Vireena Peacock – National Health and Safety Manager	Brendan Kays - National Integrity Manager





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Thank you

