

**Equestrian Western Australia Incorporated**

**2009 – 2013 Overview**

Vision - Equestrian WA recognized as peak equestrian sport body in Western Australia

**OBJECTIVES**

<b>State Equestrian Centre</b>	<b>Sport and Community Development</b>	<b>High Performance Pathways</b>	<b>Events &amp; Competition</b>	<b>Marketing and Communications</b>	<b>Governance and Management</b>	<b>Financial Performance</b>
Develop a plan for the management and usage of the State Equestrian Center	To grow participation and interest in equestrian activity through a range of development programs	To foster the success of Western Australian athletes, coaches and officials at a national and international level.	To provide a vibrant program of national, international and domestic competition showcasing Equestrian to a broader audience.	To effectively communicate between and within all elements of EWA and the horse industry and promote the sport to a wider audience.	To have effective governance and management providing a sustainable organisation capable of capitalising on opportunities for expansion and continuous improvement.	To develop and diversify income streams that supports the objectives of the strategic plan.

**STRATEGIES**

<b>SEC</b>	<b>Sport &amp; Community Devt</b>	<b>High Performance Pathways</b>	<b>Events</b>	<b>Marketing &amp; Communications</b>	<b>Governance &amp; Management</b>	<b>Financial Performance</b>
Ensure all members and other stakeholders are aware of the issues confronting EWA.	Institute a Club-based membership system	Link WA HP pathway with EA HP pathway. Ensuring the WA HP programme is a feeder programme to National Squads	Forge new relationship with equestrian organisations in Asia.	Position EWA as the key contact body for all policy matters and industry direction.	Establish EWA governance structure as recommended by ASC "best practices"	Produce a comprehensive business plan of EWA and SEC
Ensure all members and other stakeholders understand the ramifications of not establishing the SEC as cost effective.	Develop strategies to assist Clubs in governance, education, competition, member recruitment and retention, event management	Ensure WA has a pool of local quality state based coaches and officials. Further cementing the WA HPP as the leading state based programme.	Provide access to high levels of competition within WA, and attract elite level athletes to WA events.	Further expand and improve communication link between sports and the Board (administration)	Promote effective working relationships with a myriad of internal & external stakeholders.	Conduct a concise feasibility study on the SEC plan
Establish a SEC events committee advisory panel	Develop strategies to encapsulate and nurture grass roots, youth, novice adult riding market	Demonstrate effective strategies in sport science, sport medicine, veterinary applications & technical advancements to further progress elite equine sport.	United discipline/sports approach on commercialization strategies and promotion of the whole sport	Update EWA IT capacities to reflect demands of today's IT savvy membership including <ul style="list-style-type: none"> <li>- membership database</li> <li>- staffing</li> <li>- website</li> <li>- information sharing</li> <li>- communication links</li> </ul>	Demonstrate EWA as a progressive and dynamic state sporting association. Pursuing their vision with purpose.	

<b>ACTIVITIES</b>						
SEC	Sport & Community Devt	High Performance Pathways	Events	Marketing & Communication	Governance & Management	Financial Performance
<p>Conduct a feasibility study/business case to identify benefits/risks associated with management of the SEC</p> <p>Including extensive budget investigations on real &amp; perceived costs of managing the SEC that does not impact on the sport within WA</p> <p>Survey all users of SEC and EWA members on benefits of SEC facility</p> <p>Late 2010 conduct a stakeholders forum on the SEC, discussing issues, opportunities etc</p> <p>Establish a workable census on SEC usage patterns, to identify SWOT</p>	<p>Form working parties with other equestrian bodies (e.g. vaulting, endurance, carriage driving, reining) to develop relations, partnerships, unity</p> <p>Foster and strengthen relations with PCAWA</p> <p>Youth Development is a significant focus area specifically Schools Education Programme &amp; Inter-school Competition</p> <p>Develop a regional coaching and officiating development plan to enhance regional growth in the sport</p> <p>Develop clear mentoring pathways for officials and coaches to increase pool of high quality officials and coaches</p>	<p>Regular assessment and updating of HPP to ensure relevancy and modernization with current &amp; future trends and knowledge.</p> <p>Regular meetings with HP Panel, identifying key focus areas:  - athletes  - coaches  - officials</p> <p>HP Panel to establish a strategic plan as aligned with the State Strategic Plan with specific goals relevant to WA</p>	<p>Annual forum with event stakeholders to discuss opportunities (&amp; issues) regarding event management</p> <p>Develop a pool (resources) of loan horses for competition and promote opportunities for investing in this loan programme.</p> <p>Promote opportunities for "Sister Club" relationship with our equestrian neighbours throughout south-east Asia &amp; beyond.</p>	<p>Present opportunities to members to comment on initiatives through mediums such as on-line surveys. Use results effectively to achieve strategic improvements.</p> <p>Promote EWA member benefits to whole equestrian community</p>	<p>Establish effective, measurable and tangible goals within a suitable timeframe for change.</p> <p>Ensure a collaborative approach in defining annual EWA objectives.</p> <p>Develop an annual Board plan/strategy</p> <p>Board Members to have clearly defined roles/portfolios based in skills and desired outcomes.</p> <p>Board Performance  - reviewed annually  - peer evaluation  - Chair evaluation  - self evaluation</p> <p>Establish a mentoring process for members of the Board/EWA Sport Committees</p> <p>Ensure annual review of EWA constitution with 3 yearly updating</p> <p>Ensure annual review and updating of EWA policies and procedures</p>	<p>Set clear financial targets</p> <p>Establish clear revenue streams</p> <p>Identify alternative revenue streams</p> <p>Investigate other business concepts</p>

**OUTCOMES**

SEC	Sport & Community Devt.	High Performance Pathways	Events	Marketing & Communication	Governance & Management	Financial Performance
1. <u>Jan 2010</u> SEC membership system	1. <u>Jan 2011</u> Introduce Inter-School Regional qualifiers throughout WA	1. <u>Jan 2011</u> HP pathway (model) established: - BEATS (GAP-intro) - JETS - YR Squads (GAP-adv) - DEVT Squads (shadow) - State Squads	1. <u>Annual (Jan)</u> Host a high quality Awards Evening celebrating all disciplines	1. <u>Jan 2011</u> employ Sport Chair Admin Assistant	1. <u>Oct 2010</u> New EWA Constitution	1. <u>Dec 2010</u> Ensure 90% of SEC weekends are hired/booked
2. <u>Dec 2010</u> 1-year business plan 3-year business plan	2. <u>Jan 2012</u> Club Based Membership		2. <u>2013</u> Foster new relations with equestrian organisations within Asia	2. <u>July 2011</u> Highly developed IT capability, including online ability: - membership registration - renewals - horse registration - Performance cards - SEC bookings - competition entries	2. <u>Nov 2010</u> Establish Board sub-committees	2. <u>June 2011</u> Ensure SEC is totally financially independent – if unachievable, consideration of options
3. <u>Jan 2011</u> All State Championships to be held at the SEC – <b>“Home of Equestrian Sport”</b>	3. <u>Sept 2012</u> Quantitative increase in numbers of officials at grass roots level	2. <u>Jan 2013</u> Active WAIS programme	3. <u>2013</u> Develop an agreement with Asian Equestrian Assoc regarding competing in Asian Games.	3. <u>Annual (Dec)</u> survey to members to measure quantitative and qualitative perceptions & accountability	3. <u>Nov 2010</u> Annual induction of Board and Committee Chairs	3. <u>June 2011</u> Quantitative KPI's for CEO and staff team in member and income growth
4. <u>Apr 2011</u> complete a process to gather objective facts that allow EWA to make firm decisions about continued management of the SEC	4. <u>Appointment of part-time Regional Development Officers</u> 2011 – Southern 2012 – Eastern 2013 – Northern	3. <u>Annual</u> Early identification of talented officials & coaches	4. <u>Annual (Oct)</u> deliver 1 x major event supporting all disciplines i.e. – grand final concept	4. <u>Annual (Dec)</u> survey to non-renewing members to identify reasons for ending membership	4. <u>Dec 2010</u> new EWA Committee's - Inter-schools - Para-equestrian - other EA/FEI Sports - other equine groups	4. <u>July 2011</u> Decision on the use/sale of Lot 33
5. <u>Oct 2012</u> Establish an annual Performance Horse Sale at the SEC	5. <u>Increased profile of EWA Schools Programme</u> 2010 – 2 x schools 2011 – 4 x schools 2012 – 6 x school	4. <u>Annual</u> 10% increase in the number of WA athletes (all sports) competing at a national level	5. <u>Annual (Mar)</u> deliver 1 x open day promoting all things within equestrian industry	5. <u>Annual (Dec)</u> clearly identify tangible KPI's in communication between - EA - Board - administration - Committees - members - Affiliates (Clubs) - PCAWA - SEC tenants	5. <u>Annual (Nov &amp; Apr)</u> Bi-annual summit of Board & Committee Chairs	5. <u>Jan 2012</u> At least 2 commercial establishments are operating on SEC grounds
	6. <u>Annual</u> delivery of courses - “Introduction to Coaching” that target parents assisting their children and as an entry point for parents that may want to coach	5. <u>Annual</u> EWA financial grants to HP athletes, coaches, officials - travel support - accreditations	6. <u>Annual</u> deliver 1 x National Champs from any of the EA sports	6. <u>Annual</u> Board members to attend 2 x Committee meetings	6. <u>Annual</u> Board members to attend 2 x Committee meetings	6. <u>Annual</u> 5% increase in EWA membership
		6. <u>Annual</u> State teams to compete in all National Championships	7. <u>Jan 2012</u> employ a PR / Marketing / Sponsorship Officer	7. <u>Annual (Jan)</u> review = Board is effective and efficient in its delivery of EWA's strategic direction	7. <u>Annual</u> Board review = Board is effective and efficient in its delivery of EWA's strategic direction	7. <u>Annual</u> 10% increase in bar revenue
		7. <u>HPP to expand its programme to include new sports such as:</u> - para-equestrian - endurance - reining  Greater quality of high performance coaches through the delivery of effective development / education opportunities		8. <u>Established and effective communication links within EWA and Committees that enables coordinated delivery of strategic objects</u>	8. <u>Established and effective communication links within EWA and Committees that enables coordinated delivery of strategic objects</u>	8. <u>Annual</u> 10% net gain on turnover