



Governance

Ensure effective governance through financial diligence, an effective organisational structure, leadership, accountability, and organisational transparency

Strategies	Actions	Key Performance Indicators	Timeline
Ensure the most effective structure of the Board and discipline committees to facilitate the achievement of organisational goals	Rewrite the ESA constitution to more adequately reflect the organisation's current and future direction and activities	Construction and adoption of a new constitution	By September 2012
	Create a process for discipline committees to address their issues with the Board on a regular basis	Restructured committee communication lines	By September 2012
Explore and further develop the financial capacity of ESA including increased funding and sponsorship	Achieve improved funding and revenue streams that allow for increased staffing for more key administrative positions	Interschools Coordinator, Events Manager and Administration	Ongoing
Achieve organisational transparency through openness and accountability of Board Members and Staff	Develop and publish policies online	Equestrian SA policies are publicly available on the ESA website	Ongoing
	Develop a finance reserves policy for ESA	Finance policy developed and approved by Board	By May 2012

Membership

Create a national, contemporary approach to membership which is attractive to clubs, spectators, supporters, fans and other Equestrian groups

Strategies	Actions	Key Performance Indicators	Timeline
Implement a new National membership structure	Review and restructure as necessary, the current membership categories	New membership structure delivered	1/07/2013
	Redefine each category and the needs for each with a value proposition for each new category identified.	Increased membership of at least 10% as the new structure provides value for money	31/12/2013
	Develop a contemporary membership structure that appeals to clubs, spectators, supporters, fans and other equestrian groups.	Increase in membership in these categories by 5%	31/12/2013
	Identify and cost a transition strategy to implement the new membership structure	The new membership structure is well received by the membership	1/07/2013
Encourage increased membership at all levels	Through competitive pricing and offering new programs such as Interschool	Increase in Interschool participation by 100%	31/12/2013
Volunteer Rewards Program	Design a program that can reward volunteers at events etc.	A program is implemented with at least 100 volunteers in the program	1/7/2013
Officials Scholarships	Officials scholarship program designed and implemented	Have 10 Officials on the scholarship program	1/7/2013

High Performance

Develop a fully integrated National High Performance Pathway from talent identification through to elite competitor

Strategies	Actions	Key Performance Indicators	Timeline
Create a fully integrated High Performance Pathway on a State Program	Create a State Development Squad for Dressage, Eventing and Show Jumping	A successful state development squad is established for Dressage, Eventing and Show Jumping	1/07/2013
	Create a pathways program for clinics for State and Development Squads	Pathways program is documented and clinics for all disciplines are held throughout the year	1/07/2013
	Able to engage in more clinics to help develop and support our riders on State Squads	At least one clinic for each ESA discipline are held throughout 2012	1/07/2012
Youth Development Scholarship	Used as a pathway to identify talented combinations to feed into one of the State Squads.	Attendees of the Youth Development Scholarship put onto State Squads	1/07/2014
ICT Equnect	Develop and implement IT strategies to support our high performance athletes	Equnect is used for instant reporting on results	1/07/2014
	Equestrian is based on competition so implement an IT system that helps to support the overall high performance pathway of the sport	Analysis of results of all squad members and their performances being performed	1/07/2014

Equestrian Curriculum

Introduce Equestrian as a curriculum option to all Australian schools

Strategies	Action	Key Performance Indicators	Timeline
Schools Program	Implement SACE approved Introductory Horse Management and Riding courses throughout SA schools	Increase the number of students enrolled in the program by 200%	1/07/2013
	Have NCAS Level 1 Horse Management and Riding Certificates approved by SACE Board	Approval of courses with SACE Board	31/12/2012
	Implement SACE approved Level 1 Horse Management and Riding courses throughout SA schools	Have students enrolled in the program	1/07/2013

Marketing

Package and promote Equestrian Australia's offering to raise awareness of the sport amongst corporate businesses, primary industry and the general public

Strategies	Action	Key Performance Indicators	Timeline
Establish a communications strategy that focuses on frequent and timely communication with all stakeholders across a range of mediums	Introduce a new version of ESA newsletter The Horse's Mouth to keep key stakeholders informed and also seek to utilise this as a promotional tool	Have new format for ESA newsletter determined	1/07/2012
Effectively foster and service relationships with key stakeholders	Office staff and Board to communicate regularly with key personnel and relevant organisations. Stakeholders include athletes, coaches, volunteers, affiliates, media, sponsors, Office of Recreation & Sport and schools.	Regular dialogue with key stakeholders and attendance at relevant events and functions as appropriate	Ongoing
Identify 2-3 programs or products which would be the most attractive to corporations to sponsor	Conduct a commercial audit of the organisation to identify the programs that would be most beneficial to actively promote to sponsors	Have 2-3 major sponsors on board for our programs during this time	1/7/2012 - 1/7/2014

Online Media

Stream live feeds of Equestrian Sporting events and results

Strategies	Actions	Key Performance Indicators	Timeline
Equnect	Help to implement Equnect on a State basis so that results can be accessed more easily in real time to members and interested parties	Equnect is being widely used by members and administrators and is the only system being used by Equestrian Australia	By 1/7/2014
Website	Continually develop the ESA website so that it is up to date at all times	Number of hits to website	Ongoing
	Members are able to access information via the internet in a timely matter	Cost saving and efficiency in administration and communication	Ongoing

Participant Growth

Propose hybrid versions of the sport to grow the spectator and participant base

Strategies	Actions	Key Performance Indicators	Timeline
Interschool	Create and implement Interschool Pathways for Inclusion Program	Additional funding acquired for implementation of the program	Start 1/7/2012
	Create Affiliation Packs for Schools in SA	Affiliation packs sent a successful feedback from schools	Finish by 31/12/2012
	Identify the schools to target for the Pathways Program	Schools identified via coordinator and 5 schools affiliated by 31/12/2012	Finish by 31/12/2012
	Implement an Interschools Leaderboard for Eventing	Leaderboard implemented	1/01/2013
	Implement Interschool class divisions for Eventing	Interschool Eventing Divisions established	1/01/2013
Initiate a pathways program for the development of regional and representative interschool competitions	Divide the state into metro and regional interschool competitions	Have enough interschool riders to be able to make the division	1/01/2014

Calendar-Communication

Develop a nationally synchronised multi-sport annual calendar of events which features an iconic event

Strategies	Actions	Key Performance Indicators	Timeline
Ensure equestrian is effectively marketed to a wide range of potential participants as a viable sporting option	Keep www.sa.equestrian.org.au up to date and relevant	Up to date newsletter items are on the ESA website	Ongoing
	Develop and document an appropriate communication strategy	Communication strategy documented once identified for all members, committee members and staff	31/12/2012
Make sure that each discipline and clubs offer balanced calendar of events	Club meetings in each discipline and cross discipline if needed	No events of the same discipline held within 100kms of each other	1/07/2012
Staff Development	Identify areas that each staff member would like to be developed in	Staff attend develop courses	1/01/2013
Staff Performance Reviews	Implement a process for review of staff performance	Process developed and followed	1/04/2012
Youth Development Scholarship	Identify a time for the Youth Development Scholarship that is an ideal time for participation and feeding athletes into the Equestrian SA programs	Currently December has been identified for 2012 and will review again after this	1/01/2013