



EQUESTRIAN
SOUTH AUSTRALIA

Strategic Plan
2022-2025



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2022-2025

Contents

- Chairperson's Introduction
- Board Reflection through consultant
- Equestrian SA 2022 Voice
- Strategic Planning Process
- Plan on a page;
 - Our Purpose, Vision, Values Summary
- Strategic Snapshot
- Key Result Areas & Details
 - Management
 - Sport Development
 - Satisfaction Survey
- ESA Stakeholders & Partners
- 2023 Big 3 G&O's
- Brand Equity



Chairperson's Introduction

Welcome to Equestrian South Australia's ("ESA") Strategic Plan for 2022 to 2025.

ESA's Strategic Plan provides a solid framework and organisational structure that will be used to move forward and grow ESA over the coming years. ESA's Strategic Plan is for the benefit of all ESA members empowering everyone to participate, train, compete, volunteer and most importantly have fun whilst doing all of this. ESA has a very strong volunteer base, which our sport is reliant upon, and we thank those volunteers for their dedication and commitment.

ESA represents over 1,400 members that are riders (young and old), judges, officials, coaches and volunteers with the common connection being our equine companions. ESA members have a diverse choice of seven equestrian sports being the Olympic disciplines of Dressage, Eventing, Show Jumping and Para Equestrian together with Carriage Driving and Vaulting which also compete at the World Equestrian Games. Interschool provides a pathway for young athletes to participate in equestrian sport as part of their school program and Show Horse for our riders passionate about the sport of hacking. All of these disciplines together with our passionate recreational enthusiasts form our on-horse membership.

Our future depends on integrity, teamwork, collaboration, inclusion, safety and a positive mindset to bring people together in equestrian sport. By encouraging and maintaining these behaviours throughout our organisation, ESA will work to deliver sustainable growth across all membership categories that reflects current and emergent trends in our equestrian disciplines.

ESA's plan, with the assistance of our discipline committees, coaching committee, judges committee, event organizing committees, clubs, coaches, judges, officials, volunteers, riders our EO and staff, is to improve membership confidence in ESA. ESA is committed to encouraging riders at all levels and with differing ambitions, to provide a field of fair play, together with fun and a sense of accomplishment for community wellbeing and healthy lifestyle choices.

I take this opportunity to thank every person that has been involved in this Strategic Plan process including Working Party members, members who completed the survey or provided other input, external facilitators, our EO and staff, the ESA Board and every other person who has been involved in this process.

I am pleased to present ESA's new strategic plan to our membership community and look forward to your support as we implement the plan in the coming months and years ahead and work together for the betterment of ESA.

Craig Hannam

ESA Chairperson

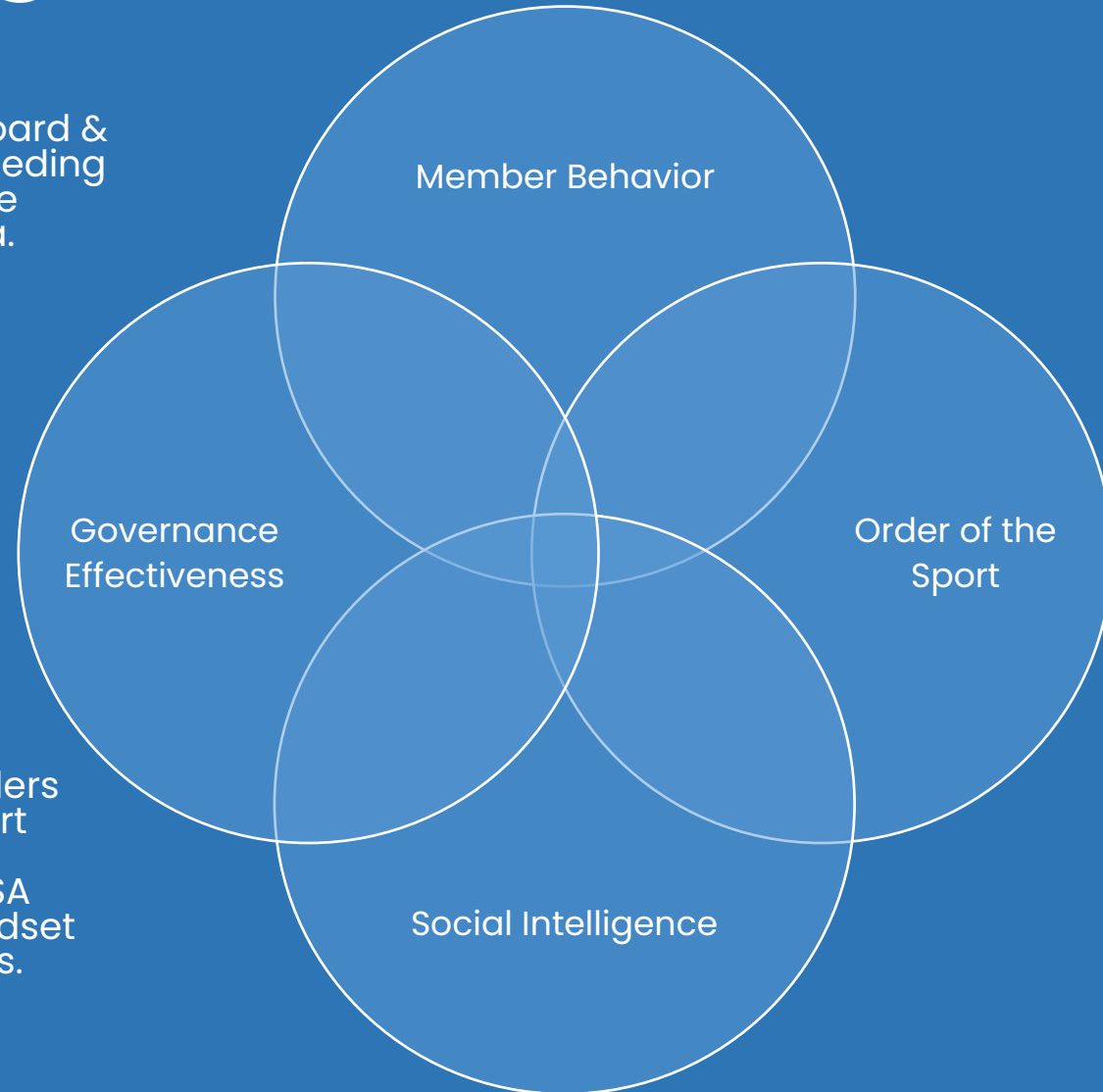


Board of Management Reflection

Reflection: Consultant Wallace Long advised board & EO to recognize multiple contributing factors needing attention in strategic plan, to effectively improve brand perceptions of Equestrian South Australia.

STEP UP & TEAM UP EQUESTRIANS!

Focus: While Equestrian Sports are individual riders and horses (essentially a team), the overall sport requires a volunteer team effort to support the association's activities and events. Therefore, ESA asks all members to adopt a positive team mindset for the delivery of inclusive member experiences.





Equestrian SA FY2022 Voice

Members

24 members responded to survey

Working Party

Several Selected Members

Chairperson & Board

Craig Hannam

Ian Nitschke

Sara Beazley

Stephen Martiensen

Brodrick Wray

Jen Benson

Kass Dalitz

Wendy Schaeffer-Macdonald
(leave of absence)

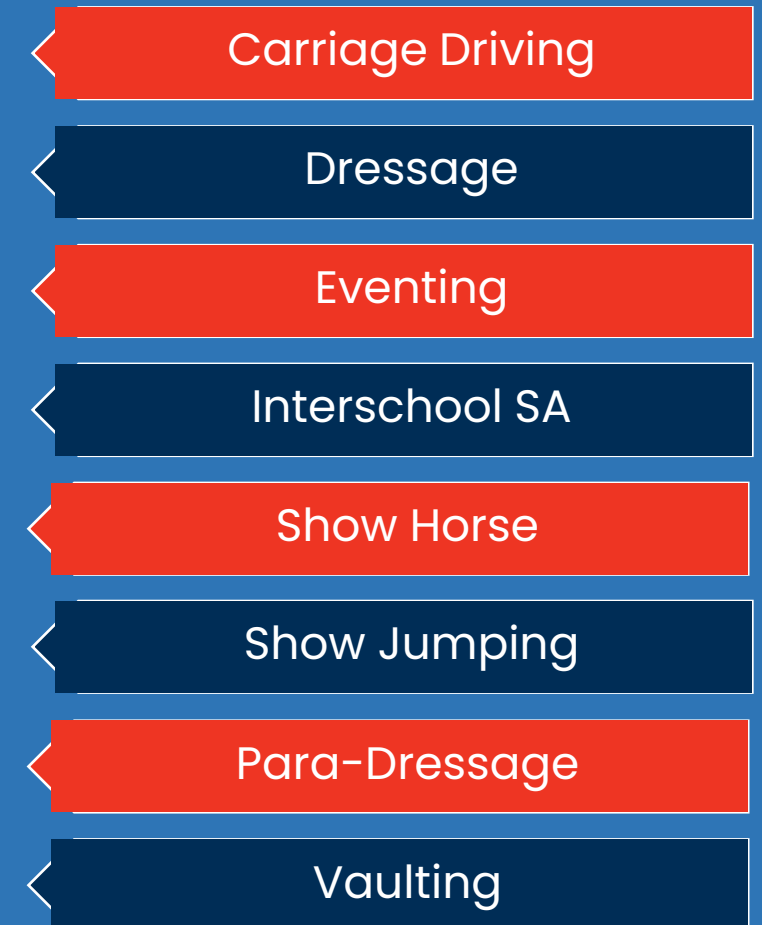
Executive Officer

JP Chevalier



Horse Registrations & Licences

Dressage	281
Pony Dressage	62
Eventing	128
Show Jumping	238



Strategic Planning Process



- Member Survey data
- Working groups – Board and Members
- Draft Plan
- Community Feedback
- Final Plan



EQUESTRIAN
SOUTH AUSTRALIA

2022-2025
STRATEGIC PLAN



EQUESTRIAN
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2022-2025
OPERATIONAL PLAN



ESA Strategic Plan 2022-2025 on a page

Purpose "Pursuing excellence in Equestrian Sports. Supporting future champions"

Vision

South Australia's Peak Body to promote & deliver excellence in equine and equestrian member experiences

Mission

To deliver fair, safe and vibrant equestrian sport from our grass roots to the elite podium for a lifetime inspired by horses

Values

Integrity / Teamwork / Inclusion / Excellence / Safety / Leadership

Key Strategies 1. Capacity 2. Growth 3. Resources 4. Success 5. Feedback

Equine Enablers

A) Horse welfare B) Horses for every rider C) Indirect Breeder, Trainer, Coach support

People Enablers

A) Volunteer Advocacy B) Net Promoters C) Exemplary Leaders, D) professional equestrians, from private coaches, facility owners, suppliers, community, etc.

Operational

Enablers

A) Education & Training B) Process Improvement C) Funding D) Safety

Desired Outcome "Fun, with a sense of personal satisfaction, at every level"



EQUESTRIAN
SOUTH AUSTRALIA

TEAM
SA

New Strategic Snapshot

Our values

Integrity Teamwork Inclusion
Excellence Safety Leadership

1. Build Capacity	2. Growth	3. Resourcing	4. Competitive Success	5. Feedback
Build volunteer leadership capability across the sport; Board, discipline committees, clubs and supporters	Own the zone with the basics in membership experiences, friendly interaction, conduct and sportsmanship models	Promote collaboration to strengthen our seven competitive sports and recreational program delivery	South Australian athletes have access to pathways that reflect best practices.	Develop a short 4-5 question satisfaction survey to listen to our members
Ensure we continue to increase the number of willing and capable coaches, judges and officials	Let youth lead and develop <i>Clubs & Event Organizing Committees of the Future</i> to engage and inspire lifetime participation	Identify and create partnerships that increase opportunities for ESA to serve more South Australians to participate in our sports	Showcase the Equestrian SA Olympic Discipline brands leading up to the 2024 Paris Olympics	Ascertain current and future facility needs of the ESA community, including the viability of a multi-discipline State Equine Centre
Balanced approach for projects, technology, target audiences, communication and community engagement, with available resources	Deliver professional high performance programs, events and competition pathways to celebrate accomplishment from grass roots to the dream tiers of the sport	Advance ESA's profile, popularity and brand value	Develop strategic partnerships to further our sport, with government & private sector	Determine high priority membership matters for implementation.

Our Purpose

Pursuing excellence in Equestrian Sports.
Supporting future champions



Our Vision

South Australia's Peak Body to promote & deliver excellence in equine and equestrian member experiences



Key Result Areas

1. Management

Objective	Equestrian SA is effectively managed, ensuring it continues to be well positioned to lead an active equestrian community
Rationale	<p>Build an effective and sustainable organisation through;</p> <ul style="list-style-type: none">✓ stability in the Board of Directors, state office, and the Executive Officer✓ financial growth so we can better resource and deliver our programs✓ develop and maintain positive relationships with key stakeholders✓ promotion of organisation, by members, to build awareness and attract new members✓ improve communication and efficiencies through use of new technology

Key Result Areas

2. Sport Development

Objective To grow participation through the delivery of high quality programs by our **VOLUNTEER** run member DC's, Clubs, etc

Rationale Growing participation & developing our volunteers will help to;

- ✓ increase resources to spread the effort required to deliver programming
- ✓ cooperation between member clubs, the office & the Board and disciplines
- ✓ develop our volunteer skills, coaches and officials that support members
- ✓ raise the profile of our sport within the community

Key Result Areas

3. “Satisfaction Forums & Surveys”

Objective Work through member satisfaction, by determining net promoters and reducing net detractors, across the ESA membership community

Note: net promoters are people who recommend a brand vs detractors are those that discredit a brand

Rationale Growing satisfaction enhances retention, stimulates participation and develops member advocacy & testimonials;

- ✓ Q: Do you feel ESA is well lead by ESA board, staff, DC's & Clubs? (rate 1-10)
- ✓ Q: Do you feel ESA Membership fees represent value for money? (rate 1-10)
- ✓ Q: Please rate your overall experience, as a member? (rate 1-10)
- ✓ Q: Are you likely to recommend ESA, to your family & friends? (rate 1-10)
- ✓ Comment: If there was one thing ESA could do better, what would that be? (essay)



Management Detail

Management		
<u>Category</u>	<u>Strategic Priority</u>	<u>Key Performance Indicators</u>
Governance	Establish high standard governance practices	Professional development and governance training for board and DC's
Risk Management	Adopt strategies to manage risk	Compliance with developed strategies around best practices
Operations	Ensure sustainable operational performance	Set and achieve organizational targets

Management Detail

Management		
<u>Category</u>	<u>Strategic Priority</u>	<u>Key Performance Indicators</u>
Finance	Ensure best practice financial management	Compliance with ESA financial policies & procedures
	Sustain and grow revenue sources	Increase annual revenue
	Develop multi year financial plan	Development of an ongoing review of a multi year financial plan
	Review Membership model	Develop a modern membership model
Stakeholders & Partners	Enhance our relationship with existing and new stakeholders and partners	Increase levels of advocacy and financial support
	Develop strategic partnerships	Develop a framework to identify and engage with strategic partners

Management Detail

Management		
<u>Category</u>	<u>Strategic Priority</u>	<u>Key Performance Indicators</u>
Communications	Utilize technology and initiatives to engage community	Increase member and stakeholder engagement
	Promote our sport to the community	Increase awareness of the sport across broader community
Technology	Create efficiencies through use of technology	Identify opportunities to increase efficiencies across the organisation implementation
Marketing	Develop a marketing plan	Development of and implementation of a marketing plan

Sport Development Detail

Sport Development		
<u>Category</u>	<u>Strategic Priority</u>	<u>Key Performance Indicators</u>
Clubs & Discipline Committees	Increase governance knowledge	Reduction in complaints and improved culture
	Professional development of clubs	Clubs meeting the criteria of a modern club
	Increase member and community involvement in events	Increase professionalism of events. Increase member and community attendance
Officials	Build a community of credentialed officials to meet the ongoing needs of the organisation	Have the capacity to provide the appropriate credentialed officials for every event
Volunteers	Build a system to recruit and develop volunteers	Increase the number of willing volunteers

Sport Development Detail

Sport Development		
<u>Category</u>	<u>Strategic Priority</u>	<u>Key Performance Indicators</u>
Future Members	Ensure our clubs are ready to meet the needs of future members	Develop a club of the future equestrian model
	Develop a local club-based member acquisition programs & initiatives	Increase levels of participation & member satisfaction
State Programs	Collaborative approach between discipline & organising committees to develop and deliver programs for each discipline from participation through to elite through the long-term rider and horse development pathways	Programs in each discipline that align with EA development pathways
Facilities	Identify the future facility needs of ESA	Develop a facility plan
Health and Safety	Compliance with the latest health and safety standards	Implement policies, frameworks and guidelines. Engage with equestrian community through ongoing education



ESA Stakeholders & Key Partners

Internal Stakeholders:

- Members
- Discipline Committee Volunteers
- Member clubs
- Officials, Selectors, Judges & Coaches
- Event Operation Volunteers
- Volunteers
- Staff and Board of Management

External Partners (direct)

- Equine Partners
- Equestrian Australia
- Fédération Equestre Internationale (FEI)
- Local businesses
- Office for Recreation, Sport & Racing (ORSR)
- Pony Club
- Racing SA & ThoroughCare
- Sport SA
- Sponsorship Partners
- State and Federal Government

FY23 Big 3 “Goals & Objectives”

(1) Member Experience (set the stage year one)

- ❖ Improve ESA Stakeholder interaction and relationships
- ❖ Establish “feedback forums & surveys” to engage membership voice

(2) Increase Operating Revenue (target \$50,000, \$50,000, \$50,000 = \$150,000)

- ❖ Develop at least 2-5 Commercial Partnerships/Sponsorships, by 30 June 2023
 - ❖ Seek to secure Grants under New Government Ministry of Sports, Racing & Tourism
 - ❖ Develop Fund Raising Auction, at ESA Annual Awards, with quality donations
- Note: the above three are aimed to indirectly support
- Marketing improvement initiatives (i.e. “ride with us” – membership campaign)
 - Member Experience activity (i.e. events, HP youth academy days, social gatherings)
 - Increase resources including office staff/systems/activities/payroll

(3) Communications (transparency)

- ❖ Improve member awareness for what actions are being taken to improve their experience, such as ESA posts one way information via email and Facebook, recruit media marketing staff, and responds to major queries through monthly board meetings
-

ESA Brand Equity

Let's strengthen our brand together
by raising the bar, One Horse, & One
Person at a time!

Let the committee's lead!

Members can love the horse first,
then the sport second and leave the
rest in peace!

