

EQUESTRIAN SA GOVERNANCE REVIEW

AN UPDATED STATEMENT FROM THE OFFICE FOR RECREATION, SPORT AND RACING

As members are aware, the Board of Equestrian SA has resolved to undertake a formal governance review (the Review).

The Review will be focussed on governance policies, processes and practices. A copy of the information contained in the Request for Proposal is provided for you below.

The Governance Review Committee (the Committee) developed a merit based selection process to appoint a consultant. Equestrian SA has executed a contract to engage **Positive Solutions** as the consultant to conduct the Review.

The Review commenced the week beginning 17 June 2019 with organisational document reviews and some preliminary stakeholder consultations.

Positive Solutions proposal included mechanisms for consultation with members and stakeholders, including a survey. The first stakeholder consultations, with the Board and its Committees will take place on 21 June 2019.

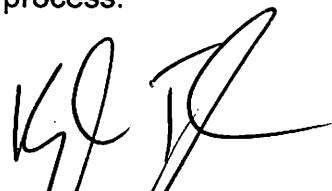
Positive Solutions and the Committee will finalise the Stakeholder Engagement Plan by 3 July 2019 with further stakeholder consultations planned across July and August 2019.

Please be assured that, as a Member, you will be invited to have your say in due course. Until such time, please allow the consultant to manage the process and their other clients. Unsolicited contact, may impede rather than assist the progress of the review.

The final report is due to be delivered by 31 October 2019 to be considered by the Board for a response to members by the end of the year.

The Office for Recreation, Sport and Racing appreciates your patience to ensure a thorough procurement process was undertaken.

I also recognise the efforts of the members on the Committee who have taken considerable time from other commitments, such as work, to drive the selection process.



Kylie Taylor
CHIEF EXECUTIVE

Office for Recreation, Sport and Racing

19 June 2019

Request for Proposal

The Request for Proposal included the following:

Project objective:

The ESA Board is seeking an independent review of the efficacy, fitness-for-purpose and sustainability of the Association's current governance framework in order to understand whether the elements best position the Association to:

- Provide strategic direction.
- Provide mechanisms to ascertain the collective interests, aspirations and requirements of members to inform the Association's Strategic Plan.
- Ensure strategic objectives are achieved.
- Manage risks.
- Use resources responsibly and with accountability to the membership and relevant stakeholders.

Scope of the Requirement:

Specifically, the contractor will be asked to research, consult and examine the degree to which:

- The organisation has a clear purpose and a strategy which aligns its activities to its purpose.
- There is clarity about the roles, responsibilities and relationships of the Board, Committees and senior management.
- The Board's (and its Committees') structure and composition enable it to fulfil its role effectively.
- The Board (and its Committees) are run effectively and their performance is periodically evaluated.
- Board and senior management decision making is informed by an understanding of risk and how it is managed.
- The organisation uses its resources appropriately and evaluates its performance.
- The Board and senior management demonstrate accountability by providing information to members and other stakeholders about the organisation and its performance.

- There is meaningful engagement of members and other stakeholders and their interests are understood and considered by the Board and senior management.
- The expectations of behaviour for the people involved in the organisation are clear and understood and that appropriate grievance processes are in place and those processes are implemented consistently (without reviewing the merits of any grievance or decision).
- The Board and senior management work to instil (and model) a culture that supports the organisation's purpose and strategy.
- Practices are benchmarked against best practice governance principles.
- The Board and Senior Management have systems and processes in place to manage compliance with State and Commonwealth legislation and the Associations constitution and relevant policies.

The Scope of this Review specifically excludes investigations into the merits and outcomes of allegations or complaints (including bullying and harassment), but may examine consistency and compliance with approved process.

The review should be undertaken within the context of the following broad issues and, if needed, recommend new operational models to ensure that these enable Equestrian SA to improve and grow its services; including:

- The need to provide high levels of corporate governance and strong financial management for the organization.
- The need to provide balanced representation across the various disciplines in the organisation's governance structures.
- The need to attract and retain new members.
- The need to grow and develop the equestrian sports included in the membership.

Outcomes:

The supplier will provide a written report to Equestrian SA and the Office for Recreation, Sport and Racing containing:

- An Executive Summary of the review findings and key recommendations in priority order.
- Report on findings and recommendations to improve organisational governance; including all research summarised, analysed and documented.
- An evaluation on the overall '*organisational health status*' based on the review, research and consultation, including how each recommendation was derived.
- A detailed change management strategy for Equestrian SA to implement recommendations; including required resources and timelines. The strategy should include identification of any/all external influences outside of the control of Equestrian SA that may impact on the capacity of Equestrian SA to effectively meet and implement any of these recommendations.
- The report should cite all reference material (including all literature and relevant research) relied upon.