



EQUESTRIAN
SOUTH AUSTRALIA

STRATEGIC PLAN

— 2026 - 2029 —

Advancing Equestrian Sport





EXECUTIVE SUMMARY

Equestrian South Australia Strategic Plan 2026–2029

Equestrian South Australia (ESA) enters the 2026–2029 strategic period with a clear mandate: to restore confidence, modernise governance, strengthen integrity and welfare standards, and ensure sustainable growth of equestrian sport across South Australia.

This Strategic Plan responds to the evolving expectations of members, government and the broader sporting community. It recognises that long-term success requires disciplined governance, transparent leadership, inclusive participation pathways and responsible financial stewardship.

ESA's Vision is to be a transparent, accountable and high-performing State Sporting Organisation that supports safe participation, develops excellence, and rebuilds member trust in equestrian sport across South Australia.

To achieve this, the strategy is structured around five integrated pillars:

1. Governance & Leadership Reform

Embedding comprehensive governance review and modernisation, strengthening Board capability, utilising Audit & Risk oversight effectively, and ensuring full statutory compliance. This pillar establishes the structural foundation for restoring confidence.

2. Integrity, Welfare & Safe Participation

Aligning with the National Integrity Framework and embedding best-practice horse welfare, safeguarding and safety standards. ESA will position itself as a leader in welfare governance and participant protection.

3. Participation, Growth & Inclusion

Expanding structured pathways for juniors, Interschool riders and Para-Equestrian participants, strengthening regional engagement, and improving retention. Sustainable participation growth underpins the future of the sport.

4. Member Engagement & Discipline Leadership

Empowering Discipline Committees, improving communication transparency, and measuring member satisfaction and advocacy. Trust rebuilding requires meaningful two-way engagement.

5. Financial Sustainability & Stewardship

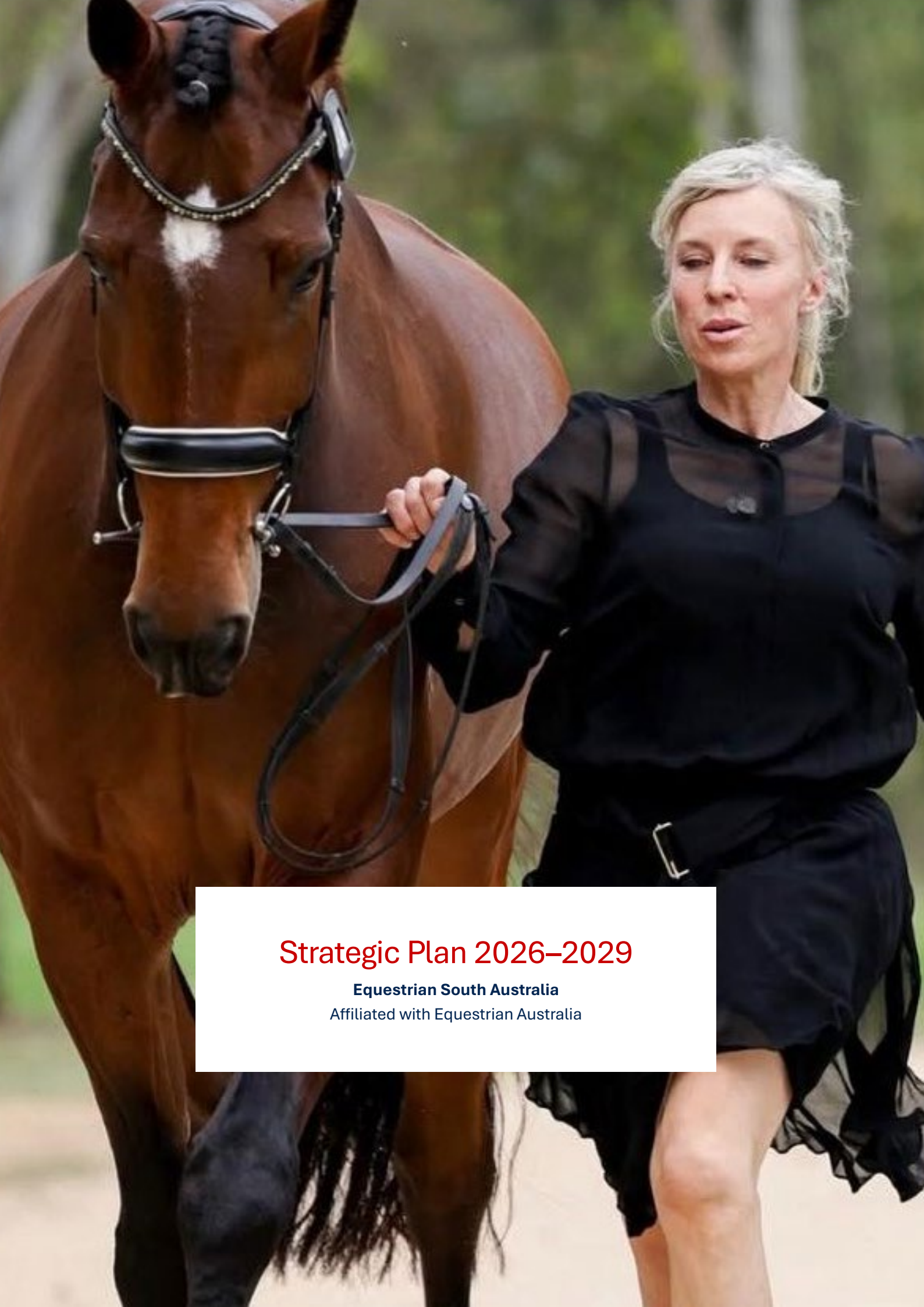
Diversifying revenue, strengthening financial controls, maintaining appropriate reserves and delivering transparent value to members and funding partners.

The Strategic Plan incorporates measurable Key Performance Indicators (KPIs), quarterly reporting mechanisms and traffic-light performance monitoring to ensure accountability and continuous improvement. By 2029, ESA will demonstrate:

- Modernised governance frameworks
- Active integrity and welfare oversight
- Measurable growth in participation, including Para-Equestrian inclusion
- Improved member satisfaction and advocacy
- Strengthened financial resilience

This plan represents a disciplined, reform-focused and future-oriented roadmap. It reinforces ESA's commitment to transparency, inclusion, welfare leadership and responsible governance.

Through consistent implementation and measurable performance, ESA will rebuild trust, strengthen its organisational capability and secure the long-term sustainability of equestrian sport in South Australia.



Strategic Plan 2026–2029

Equestrian South Australia

Affiliated with Equestrian Australia

CHAIR'S STATEMENT

Equestrian South Australia enters the 2026–2029 period with a clear purpose: to restore confidence, strengthen governance, support safe participation, and ensure long-term sustainability of equestrian sport across South Australia.

This Strategic Plan reflects a disciplined and reform-focused approach. It balances strong governance foundations with inclusive participation growth, high welfare standards, empowered Discipline Committees and responsible financial stewardship.

This plan is measurable, accountable and designed to rebuild trust.

Vision

To be a transparent, accountable and high-performing State Sporting Organisation that supports safe participation, develops excellence, and rebuilds member trust in equestrian sport across South Australia.

Mission

To lead, govern and grow equestrian sport in South Australia with integrity through strong governance, best-practice welfare standards, inclusive participation pathways and disciplined financial stewardship.

Our Values

Integrity – We act ethically, fairly and transparently.

Accountability – We are responsible stewards of member and public trust.

Welfare First – The wellbeing of horses and participants underpins every decision.

Inclusion – Equestrian sport is for all ages, abilities and backgrounds.

Excellence – We pursue continuous improvement across all levels of the sport.



PILLAR 1: GOVERNANCE & LEADERSHIP REFORM

Objective

Restore confidence through transparent, compliant and member-focused governance.

Equestrian South Australia commits to rebuilding trust by embedding visible transparency, strengthening compliance, and ensuring governance decisions reflect the interests of members and the broader equestrian community.

Strategic Priorities

Governance Reform & Modernisation

Objective

Restore confidence through transparent, compliant and member-focused governance.

Equestrian South Australia commits to rebuilding trust by embedding visible transparency, strengthening compliance discipline, and ensuring governance decisions reflect the interests of members and the broader equestrian community.

- 1. Governance Reform & Structural Modernisation**
 - Implement Board skills matrix and capability alignment
 - Annual Board performance evaluation (internal & external cycle)
 - Clear Board–Management delegation framework
 - Publish governance framework and Board Charter
 - Review Constitution to ensure contemporary SSO best practice

- 2. Comprehensive Policy Review & Modernisation**
 - Conduct full review of all governance, discipline and operational policies
 - Align policies with national integrity and best practice frameworks
 - Establish formal version control and policy register
 - Implement rolling two-year policy review cycle
 - Ensure policy clarity, accessibility and consistency

- 3. Active Audit & Risk Oversight**
 - Formal quarterly meetings with structured reporting
 - Enterprise risk presented to Board
 - Annual review of risk appetite statement
 - Financial controls and compliance monitoring
 - Direct reporting lines between Audit & Risk and Board

- 4. Compliance & Regulatory Discipline**
 - 100% statutory compliance annually
 - Maintain and monitor compliance calendar
 - Clear documentation of significant Board decisions

- 5. Member-Focused Governance**
 - Annual governance confidence survey
 - Transparent election processes
 - Regular member briefings
 - Clear complaint and review pathways
 - Structured member consultation on major reforms

KPIs / Critical Success Factor (CSF)

Area	KPI / CSF	Target
Policy Modernisation	100% policy suite reviewed	By end 2027
Governance Framework	Published and operational	2026
Audit & Risk	Minimum 4 meetings annually	Ongoing
Risk Register	Quarterly review	100% compliance
Statutory Compliance	All obligations met	100% annually
Board Evaluation	Annual review completed	Commencing 2026
Member Confidence	+20% governance satisfaction improvement	By 2029

PILLAR 2: INTEGRITY, WELFARE & SAFE PARTICIPATION

Objective

Embed integrity, safeguarding and best-practice horse welfare at the core of equestrian sport in South Australia through strong oversight, education, accountability and proactive standards.

Equestrian South Australia will align with the National Integrity Framework administered by Sport Integrity Australia, national standards set by Equestrian Australia, and international welfare principles of the Fédération Equestre Internationale.

This pillar ensures that trust restoration is reflected not only in governance structures, but in the lived experience of members, the welfare of horses and our social license.

Strategic Priorities

1. Integrity Oversight & Accountability

- Establish Board-level integrity oversight reporting
- Receive and review quarterly integrity status updates (where permitted)
- Monitor timeliness and procedural benchmarks
- Maintain state-level integrity risk register
- Provide clear communication to members regarding integrity processes

2. Safeguarding & Child Safety

- 100% Child Safe compliance across affiliated clubs
- Mandatory safeguarding education for Board, officials and coaches
- Verification of Working With Children Checks
- Clear escalation pathways and documentation standards
- Annual safeguarding compliance reporting

3. Horse Welfare / Social License Leadership & Best Practice

Strategic Intent

Position ESA as a state leader in horse welfare through proactive, evidence-based and transparent standards.

Welfare Governance Framework

- Publish State Horse Welfare Statement
- Embed welfare risk assessment in event sanctioning
- Integrate welfare oversight into Board reporting
- Align with evolving national and FEI welfare standards

Event-Based Welfare Standards

- Mandatory heat mitigation protocols (temperature & humidity monitoring)
- Cooling stations and hydration planning at major events
- Clear withdrawal and retirement procedures
- Pre- and post-event welfare monitoring guidelines

Education & Cultural Leadership

- Minimum two welfare education initiatives annually
- Promote ethical training and equipment use
- Encourage reporting of welfare concerns
- Annual welfare awareness communication campaign

Monitoring & Continuous Improvement

- Dedicated welfare incident register
- Post-event welfare review process

4. Event Safety & Risk Management

- Standardised event risk management templates
- Incident reporting and review framework
- Emergency management plans for major events
- Annual safety education initiatives
- Integration of welfare and safety into event approval criteria

KPIs / Critical Success Factor (CSF)

Area	KPI / CSF	Target	Reporting
Integrity Oversight	Quarterly integrity report reviewed	100%	Quarterly
Safeguarding	Child Safe compliance across clubs	100%	Annual
Safeguarding Training	Board & senior officials trained	100% annually	Annual
Welfare Policy	Welfare Commitment Statement published	2026	One-off
Heat Mitigation	Implemented at state events	100%	Per event
Welfare Education	Minimum 2 initiatives annually	Achieved	Annual
Welfare Monitoring	Welfare incidents recorded & reviewed	100%	Quarterly
Safety Compliance	Event risk plans implemented	100%	Per event
Incident Review	Incident register reviewed	Quarterly	Quarterly



PILLAR 3: PARTICIPATION, ENGAGEMENT & COMMUNITY GROWTH

Objective

Increase inclusive participation, strengthen club sustainability and rebuild member engagement across metropolitan and regional South Australia, with a strong focus on junior development and Interschool pathways.

Equestrian South Australia will prioritise sustainable grassroots growth, structured youth development and clear progression pathways into lifelong participation.

Strategic Priorities

1. Junior Development & Interschool Pathways

- Strengthen Interschool participation programs
- Deliver structured junior development clinics
- Support transition from Interschool to open competition
- Align junior pathways with national development frameworks
- Provide parent and guardian education on safe participation

2. Para-Equestrian Inclusion & Growth

- Strengthen Para-Equestrian participation pathways
- Increase visibility of Para-Equestrian competition opportunities
- Support classification education and awareness
- Promote inclusive event environments
- Develop partnerships with disability sport networks
- Provide education to clubs on inclusive practices

3. Membership Growth & Retention

- Improve onboarding experience
- Target junior-to-senior retention
- Re-engage lapsed members
- Clearly communicate member value

4. Club & Discipline Sustainability

- Governance education for clubs and DCs
- Develop “Club of the Future” framework
- Strengthen regional club support
- Volunteer recruitment and succession planning

5. Member Experience & Engagement

- Annual satisfaction survey (including juniors, parents & Para riders)
- Regular member forums and briefings
- Strengthened digital engagement

KPIs / Critical Success Factor (CSF)

Category	KPI/CSF	Target	Reporting Frequency
Overall Participation Growth	Total membership growth	+10% by 2029	Annual
	Regional participation growth	+12% by 2029	Annual
	Female participation retention	+10% improvement	Annual
Junior & Interschool Development	Interschool registered participants	+15% by 2029	Annual
	Junior development clinics delivered	Minimum 8 per year	Annual
	Junior-to-senior transition rate	+15% improvement	Annual
	Parent satisfaction score	+20% improvement	Annual
Para-Equestrian Inclusion	Registered Para-Equestrian participants	+20% by 2029	Annual
	State events inclusive for Para riders	100% compliance	Annual
	Club inclusion education sessions	Minimum 2 per year	Annual
	Para rider satisfaction score	+20% improvement	Annual
Retention & Engagement	Overall member satisfaction	+20% by 2029	Annual
	Net Promoter Score improvement	+15% by 2029	Annual
	Lapsed member re-engagement	5% annually	Annual
Club & Volunteer Sustainability	Volunteer growth	+15% by 2029	Annual
	Clubs completing governance education	75% by 2028	Annual
	Regional development clinics delivered	Minimum 6 per year	Annual

PILLAR 4: MEMBER ENGAGEMENT AND DISCIPLINE LEADERSHIP

Objective

Rebuild and strengthen member trust through meaningful engagement, empowered Discipline Committees, transparent communication and responsive leadership.

Equestrian South Australia recognises that Discipline Committees are the primary interface between members and the organisation. Strong engagement at discipline level is essential to restoring confidence and delivering quality member experiences.

Strategic Priorities

1. Empowered & Accountable Discipline Committees

- Clarify roles, responsibilities and delegations of Discipline Committees
- Provide governance education and induction for DC members
- Establish consistent reporting framework from DCs to Board
- Encourage collaborative planning between DCs and ESA office
- Develop succession planning within disciplines

2. Transparent Communication Across Disciplines

- Regular discipline updates to members
- Publish DC meeting summaries (where appropriate)
- Clear communication of rule changes and program updates
- Standardised communication templates across disciplines

3. Two-Way Engagement & Feedback

- Annual discipline-level member forums
- Discipline-specific satisfaction survey metrics
- Structured feedback during policy or rule changes
- Youth and Para rider engagement sessions within disciplines

4. Service Standards & Responsiveness

- Establish response benchmarks for discipline enquiries
- Improve coordination between DCs and ESA office
- Provide support resources to assist DC volunteers
- Clear pathway for escalation of systemic issues

5. Brand, Culture & Community Leadership

- Promote discipline achievements and success stories
- Recognise volunteers and committee members publicly
- Encourage consistent sportsmanship standards
- Foster a culture of collaboration between disciplines

KPIs / Critical Success Factor (CSF)

Category	KPI / CSF	Target	Reporting Frequency
Discipline Governance	DC induction & governance training completed	100% of DC members annually	Annual
	DC reports submitted to Board	Quarterly (100% compliance)	Quarterly
	DC role clarity & delegation documents published	All disciplines by 2026	One-off (maintained)
	Succession plans developed	75% of DCs by 2028	Annual
Discipline Engagement	Discipline forums delivered	Minimum 1 per discipline per year	Annual
	Discipline satisfaction score improvement	+20% by 2029	Annual
	Survey participation rate	Minimum 30% of discipline membership	Annual
	Youth & Para engagement sessions	Minimum 1 per discipline per year	Annual
Communication & Transparency	Discipline updates published	Minimum quarterly	Annual
	Rule change communications issued	Within 14 days of decision	Ongoing
	Discipline webpage updates	Quarterly	Quarterly
Service Standards	Discipline enquiry response time	90% within 5 business days	Quarterly
	Escalated matters resolved within agreed timeframe	90% compliance	Quarterly
Member Trust & Advocacy	Overall member satisfaction improvement	+20% by 2029	Annual
	Governance confidence score	+20% by 2029	Annual

PILLAR 5: FINANCIAL SUSTAINABILITY & RESPONSIBLE STEWARDSHIP

Objective

Strengthen financial sustainability, diversify revenue streams and ensure disciplined, transparent stewardship of member and public funds.

Equestrian South Australia commits to operating as a financially responsible State Sporting Organisation that delivers value to members while maintaining long-term viability.

Strategic Priorities

1. Financial Governance & Oversight

- Maintain robust budgeting and forecasting processes
- Active utilisation of Audit & Risk Committee
- Annual independent financial audit
- Clear financial delegation and approval limits

2. Revenue Growth & Diversification

- Develop multi-year funding strategy
- Increase sponsorship and commercial partnerships
- Align programs to government funding priorities
- Explore event-based revenue opportunities
- Review and modernise membership pricing model

3. Financial Sustainability & Reserves

- Establish and maintain financial reserve policy
- Build reserve target equivalent to 6 months operating expenditure
- Implement multi-year financial planning
- Monitor cost efficiency across programs

4. Value for Members

- Ensure membership fees represent value
- Link fees to measurable service outcomes
- Transparent explanation of fee allocation
- Evaluate cost-effectiveness of programs and events

KPIs / Critical Success Factor (CSF)

Category	KPI / CSF	Target	Reporting Frequency
Financial Governance	Quarterly financial reports presented to Board	100% compliance	Quarterly
	Independent financial audit completed	Annually	Annual
	Budget variance	Within ±5% of approved budget	Quarterly
	Financial delegations reviewed	Annually	Annual
Revenue Growth	Total revenue growth	+15% by 2029	Annual
	Sponsorship revenue growth	+20% by 2029	Annual
	New commercial partnerships secured	Minimum 2 per year	Annual
	Government grant success rate	Year-on-year increase	Annual
Sustainability & Reserves	Operating surplus achieved	Annually	Annual
	Financial reserves	6 months operating costs by 2029	Annual
	Multi-year financial plan reviewed	Annually	Annual
	Cost efficiency review conducted	Annually	Annual
Member Value & Transparency	Member perception of value improvement	+20% by 2029	Annual
	Fee transparency statement published	Annually	Annual
	Program cost-benefit review completed	Annually	Annual