

# Equestrian Australia Proposed Structure

## Submission by 'Engaged Members'

- Michelle Debenham
- Matthew Bates
- Roger Kane
- James Leva

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# Equestrian Australia Proposed Structure

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## Background

Michelle Debenham, Matthew Bates, Roger Kane and James Leva are all Level 3 FEI and Level 3 National, Technical Delegates in the discipline of Eventing.

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We all have extensive experience as Officials locally and in overseas countries. We have been exposed to different organisation structures for Equestrian Disciplines, and would like to use this experience to assist in delivering a positive outcome for Equestrian Australia.

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We are all passionate about our sport, and also for the overall health of equestrian pursuits across all disciplines in Australia

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We would be very pleased to make ourselves available for consultation with Korda Mentha or others to discuss the content of this presentation.

We would expect more detailed work to be required to refine and progress the concept through to implementation

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# Objectives

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Much of what we have in Equestrian activities, generally across Australia, works well from the functionality of running events in each of the disciplines.

Our core objective is to create a stable, efficient Equestrian Australia that is engaged with the needs of its stakeholders and members

To create pathways to develop the quality of equestrian athletes in Australia

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There are opportunities for improvement:

- \* Cost reduction through elimination of duplication
  - \* Consistency of execution of programs across the country
  - \* Clarity of structure
  - \* Member engagement
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There are things that need to be fixed:

- \* Board composition & appointment
  - \* Avoidance of conflict of interest, or appearance of such
  - \* Governance
  - \* Operating model
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## Opening Comments

We support an approach that collaborates with members on new initiatives and ideas. We believe that it is of the utmost importance that members are included in the decision making and direction of Equestrian sports in Australia.

We are wanting to present an approach that combines the good aspects of a structure, driven by a representative and responsive national discipline committee and executed by many enthusiastic and energetic volunteers at state and club level.

To give an idea of the size of the volunteer workforce in Eventing alone there are around 400 organising committee volunteers, before you consider officials, fence judges, Marshalls, etc. Preserving the enthusiasm and commitment of these volunteers is paramount.

We would suggest that the other disciplines rely on a volunteer base comparable in size.

# Equestrian Australia Current Structure

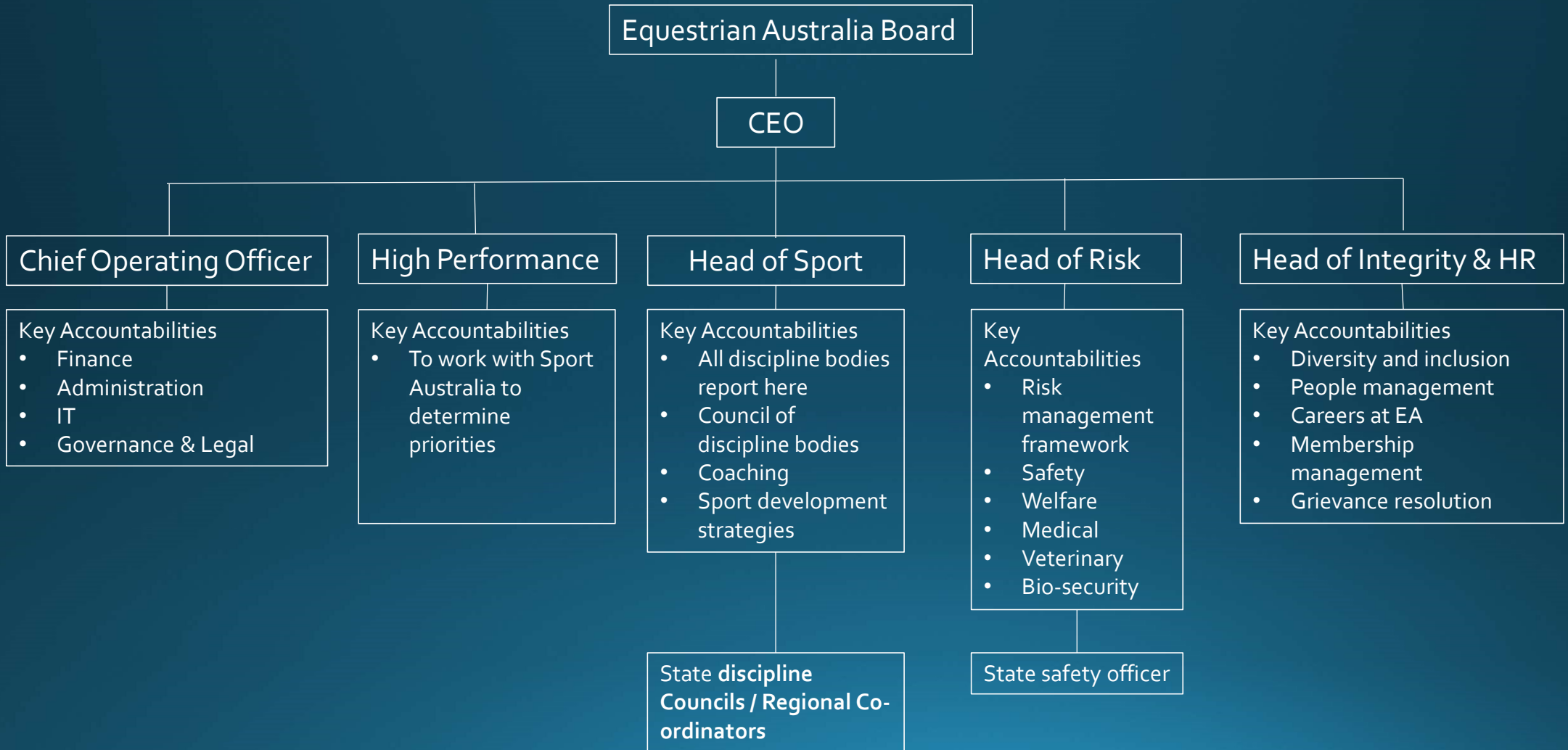


# Equestrian Australia Current Structure

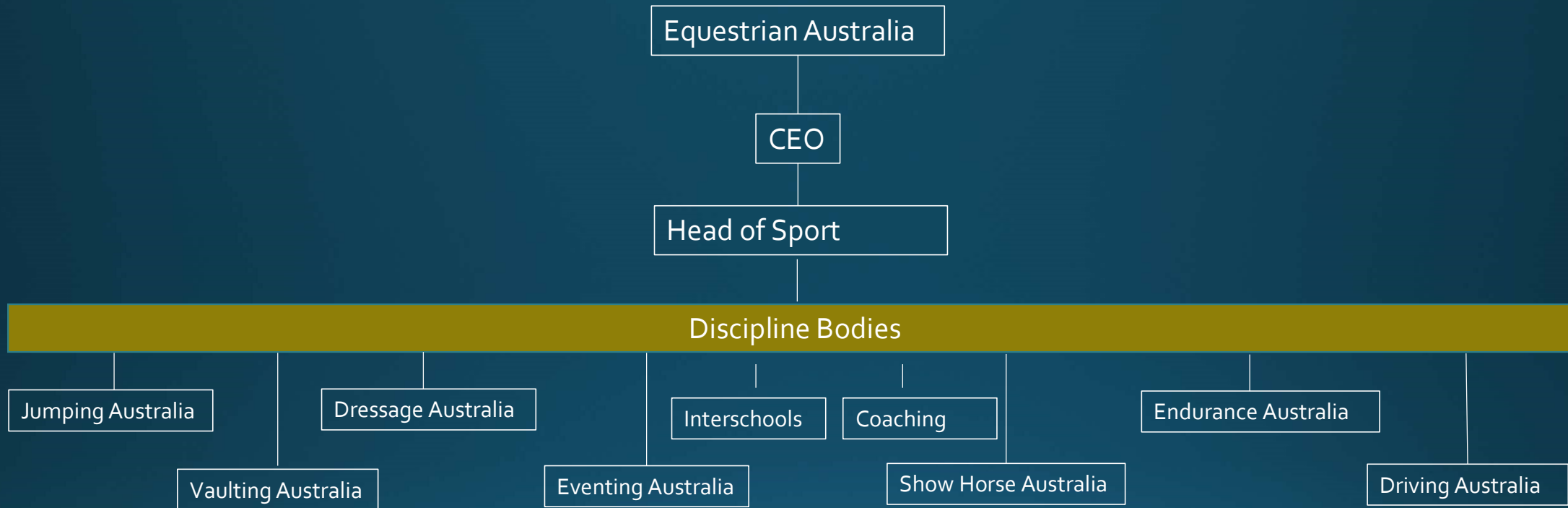
- The current structure has 8 totally independent bodies, with significant duplication of effort and costs
- There is a need to bring the disciplines together in a more functional and structured way
- Develop a model that is responsive to member needs and covers the various time zones across Australia

# Equestrian Australia Proposed Structure

Roger Kane, Michelle Debenham, Matthew Bates, James Leva



# Equestrian Australia Proposed Structure



Substructure to be finalised post analysis of roles and responsibilities of each of the current bodies e.g. Equestrian Australia, National Discipline Committees, State Equestrian Bodies (ENSW, EVIC etc), State discipline committees. Concept is to have regional / state co-ordinators who assist with running shows / competitions, talent identification, training, management of shared facilities, and implement safety measures in their region, etc



# Equestrian Australia Proposed Structure

Equestrian Australia Board  
Key Responsibilities



## Key Accountabilities

- Overall performance management
- Governance
- FEI relationship
- Strategy and vision
- Compliance
- Risk Management / Safety
- Policy



## Core Board Member Capabilities

- Strategic expertise
- Accounting/Financial literacy
- Legal
- Risk Management
- Human Resource
- Marketing and communications
- Industry knowledge
- Information technology
- Capital markets experience
- Previous Board Experience

# Draft Proposed Roles and Responsibilities

## Equestrian Australia

- Represent EA to FEI, Government and national sporting bodies and sponsors.
- Accountability for the overall operating model and performance of equestrian bodies in Australia
- Accountability for a robust financial governance model that ensures funds are directed to the achievement of the overall goals of EA
- Drive a member engagement strategy including media
- Provide shared services e.g. finance, membership management, insurance negotiation etc.
- Provide key specialist expertise such as , National Safety Manager, Veterinary Panel, Medical Panel
- Owns the tribunal process nationally
- Develop and monitor the implementation of a strategic plan
- Owns overall risk framework
- Owns the overall Horse welfare policy

## National Discipline Bodies

- Sets the rules
- Sets the calendar
- Leads the provision of Education Content
- Provides framework for athlete development and Education.
- Provides framework for officials development and Education.
- Provides framework for coaches development and Education.
- Leadership role in risk management and safety for each discipline
- Leadership role in Horse welfare in each discipline
- Representation to EA on cross discipline issues
- Discipline specific sponsorship management
- Responsibilities may vary between bodies, e.g appointment of officials
- Interschools for that discipline

# Draft Proposed Roles and Responsibilities

## Discipline Councils /Regional / State coordinators

Lead the liaison with State and Local government consistent with national direction  
Assist with running shows / competitions

Talent identification

Coaching and mentoring.

Running squads

Management of shared facilities

Implement safety measures in their region

Ensure shows / competitions are being run within the rules

Plus others

# Benefits



Cost efficiencies by centralisation of duplicated functions



Clarification of accountabilities



Savings can be used to fund discipline bodies



Consistent application of discipline decisions / processes nationally



Minimisation of conflict of interest in tribunal matters

# Board Composition & Appointment

Board selection process:

- a) 6-8 person board
- b) 5-6 board members elected by members. Preselection process from nominations to meet board key roles, and accountabilities.
- c) Nominations committee is made up of 1 member from the board, one member from the discipline bodies, one member, and an independent chair
- d) 2 members may be appointed by the board to satisfy skills mix,
- e) 1 member possibly appointed by the ASC
- f) Some continuity could assist, up to 2 existing board members can roll over to new organisation
- g) No one who has been on the board in the past three years can be elected to the board for the next 3 years.
- h) Anyone who resigns from being a board member is precluded from being re-elected for three years after their resignation date
- i) The board can fill casual vacancies, but there must be no more than 3 appointed members at any one time

## Proposed Fee Structure

- Membership fees would be agreed by the Heads of Disciplines in conjunction with the CEO
- Members would join the relevant discipline body, pay a joining fee (new members) and an annual subscription
- A portion of the joining fee would go to EA to pay for central services and insurances, the remainder would remain with the discipline
- If a member wanted to compete in two disciplines, for example eventing and jumping, they would join Eventing Australia and also buy a jumping card for horses that they wanted to compete in jumping.
- Disciplines would fund state committees and any jointly employed state staff

# Considerations for Implementation

- Timeframe
- Member engagement process
- Review process to be completed
- Nomination committee appointment
- Interim board and management structure
- Change management process
- Transition of financial control of funds
- Allocation of current funds held by each state to EA and discipline bodies

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Thank you for the opportunity to submit a draft proposal for the future structure of Equestrian Australia. We would be pleased to make ourselves available, we can be contacted via email.

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