

EFA Vision

To have a vibrant Equestrian community with increasing participation in a professionally-run sport where all members have the opportunity to fulfil their aspirations.

EFAWA Mission

Our mission is to advance the conduct and development of Equestrian sport in Western Australia by fostering State success and growing participation and interest in Equestrian sports.

Scope of the Plan – Priority Areas for 2005 - 2008

The long-term objectives for Equestrian in Western Australia to address the key result areas will be:

- 1 To ensure Equestrian in Western Australia strives for effective management to provide a sustainable organisation.
- 2 To foster the success of Western Australian athletes at a State and National level.
- 3 To grow the participation and interest in Equestrian sports in Western Australia through a range of strong development programs, that are agreed to in the strategic plan and implemented in partnership with stakeholders.
- 4 To provide a vibrant events and domestic competition program.

Strategic Planning Workshop – Designing our Future

In March 2005 the Branch Committee took part in a Strategic Planning Workshop and identified the following ideals and goals that it felt that the EFA should strive for in the future. These included:

- Provide leadership
- Become a true national organisation
- Advance common goals
- Implement a long term plan for the sport.
- Become stronger and more powerful in lobbying the government and funding agencies
- Provide clear pathways for athletes
- Become more professionally aligned
- Be better resourced

About the Equestrian Federation of Australia

Role and Responsibility of the EFA in Western Australia

The Equestrian Federation of Australia (Western Australia Branch) Incorporated was established in 1951 with the support of the Royal Agricultural Society. The EFA(WA) has successfully operated as an organisation for over 50 years and is the custodian for many equestrian sports in Western Australia. The main function of the EFA is to provide a structured framework for equestrian competitions with fair rules and regulations for competitors. Our aim is to improve facilities and access to competitions and training throughout Western Australia, encourage and promote equestrian sport, increase participation levels and administer coach and officials education.

The EFA is administered in Western Australia by a Committee, the State Administration office, the State Equestrian Centre Committee, the Discipline Committees and the National Coaching Accreditation Committee (NCAS). The Branch Committee of the EFAWA sets the overall policy in Western Australia and governs the State organisation. This body oversees both the operation of the EFA (WA) and the State Equestrian Centre. The Branch Committee comprises of five elected members, and a representative from each discipline Committee and three appointed members. There are four Discipline Committees plus the NCAS which meet monthly and administer day to day disciplinary matters and policy of the each discipline and coaches.

Sport Governance & Management

The "governing bodies" of the EFA are the National Board, the National Discipline Committees - NDCs (Dressage, Jumping, Eventing, Vaulting, Show Horse and soon Carriage Driving), the NCAS Committee, the National Office including the High Performance Manager, and the Branches of the EFA. Affiliated organisations such as the Australian Endurance Riders Association (AERA) play a role in the administration of FEI disciplines that are not fully integrated into the EFA system. The Branch Committee of the EFA WA sets the overall policy and governs the State organisation. Discipline Committees develop and administer the sport-technical aspects of their respective "Discipline" (code).

The EFAWA Branch office has a small core of professional support. This core is supported by a large number of volunteers, from committee members to officials, organisers and helpers at events. It is the volunteers who make equestrian sport work.

Role of the National Organisation

The National Federation has a number of roles, further details of which can be found on the federation's web site

www.efanational.com :

- Represent the sport nationally & internationally
- Manage High Performance aspects of the sport
- Develop and implements National Rules, Policies and Systems
- Provide Communication, Education and Training to coaches and officials
- Promote the Sport

Some Federation Facts and Figures 2004

Membership:		17,610	
by Branch:	Queensland	2,150	(12.2%)

New South Wales	6,700	(38.0%)
Victoria	4,500	(25.6%)
Tasmania	700	(4.0%)
South Australia	1,500	(8.5%)
Western Australia	2,000	(11.4%)
Northern Territory	60	(0.3%)

by Category:			Female	Male
Senior	7,800	(44.3%)	83.0%	17.0%
Junior	4,700	(26.7%)	91.5%	8.5%
Associate & Other	5,110	(29.0%)	86.9%	13.1%
		Total	86.4%	13.6%

Horses

No. of Horses registered with the EFA during this financial year: 2836

The National Database has records for over 70,000 horses

No. of current Performance Cards (horses may compete in more than one Discipline): **14,463**

Dressage	5,607	(38.8%)	Queensland	2,556	(17.7%)
Eventing	1,890	(13.1%)	New South Wales	4,985	(34.5%)
Jumping	4,429	(30.6%)	Victoria	3,616	(25.0%)
Show Horse	2,086	(14.4%)	Tasmania	532	(3.7%)
Pony Dressage	216	(1.5%)	South Australia	1,365	(9.4%)
Other	235	(1.6%)	Western Australia	1,409	(9.7%)

Other

EFA-Insured Clubs / other member organisations: **315**

EFA NCAS Accredited Coaches: **673**

Qld.: 105; NSW (inc. ACT): 272; Vic.: 137; Tas.: 24; SA: 41; WA: 93; NT: 1

Statistics

Entries made into FEI events held overseas: 277, of which 38 were in Dressage, 65 in Jumping, 131 in Eventing, 27 in Driving, 10 in Endurance and 6 in Vaulting. FEI Events held in Australia in 2004: 46, of which there 6 were in Dressage, 20 in Jumping, 15 in Eventing and 5 in Endurance. Number of AUS Eventing Riders/Horses registered with the FEI: 275 / 450. The National web site www.efanational.com presently receives about 1 million hits per month. The highest number of hits on a single day during 2003/04 was 103,000 in June 2004. This record was beaten with a maximum hit rate of 189,000 hits during the Athens Olympic Games and over 2 million hits for August.

We Value

Partnerships

Collaborating with equestrian and other sectors
Building the capacity of individuals and clubs
Facilitating funding opportunities to promote abilities
Be inclusive not exclusive
Be responsive to the needs of our members

Accountability

Financial accountability, sustainability and transparency.
Accessible application and funding processes
Priority and evidence based decision making
Efficient and cost effective operations

The Horse

The horse's welfare must take precedence over all other demands.
Conduct events that do not endanger the horse's welfare.
Ensure horses compete drug free
Attain the highest possible level of education in the areas of expertise relevant to the care and management of the competition horse.

Facilitating Equestrian

Brokering links between organisations and equestrian sectors
Developing and supporting sustainable programs and high performance
Tackling barriers to participation in equestrian sports
Sharing knowledge and skills

Continuous Improvement

Innovation and flexibility
Comprehensive research and evaluation
Challenging and refining internal processes
Receptive to feedback and opportunities to learn
Developing staff skills and strength

Communication

Provide effective communication at all levels to stakeholders and embrace technology to enhance delivery
Strive for excellence and innovation
Listen and communicate openly
Value the well being and diversity of our people

FOCUSING ON GOVERNANCE AND MANAGEMENT

Objective: Effective governance and management to provide a sustainable organisation

Rationale: Building an effective and sustainable organisation through the following strategic priorities will help ensure that the EFAWA:

- Demonstrates a high level of governance standards that enhance the operations of the EFA in WA.
- Has the financial resources to deliver State performance and development programs
- Maintains good relationships with key stakeholders such as government, EFA national, clubs, sponsors and commercial partners
- Promotes itself to help attract new members and build community awareness
- Embraces new technologies to improve communications with key stakeholders

KEY STRATEGIES	INDICATORS
<p>GOVERNANCE</p> <p>Demonstrate a high level governance standard for the EFA in WA which includes exercising leadership, integrity, good judgement and demonstrating transparency, accountability and responsibility.</p> <p>Ensure succession plan exists</p> <p>Maintain up-to-date policies, procedures and documentation in all key operational areas and relating to key legislative requirements</p> <p>Foster better relations between the Branch committee and discipline committees. Annually review all Branch Committee and Discipline Committees</p>	<ul style="list-style-type: none"> ■ Branch and Committees to adopt ASC Best Practice Sport Methodology ■ The EFAWA Branch Committee complies with EFAWA constitutional requirements, EFAWA Policies, the Memorandum of Understanding Associations Act of WA requirements and DSR requirements. ■ Branch and Discipline Committees roles defined and annual reviews are conducted on their performance. ■ Documented succession plan is adopted by Committees ■ Induction process for Committee members is documented and committees are given a full set of EFAWA, EFA policy papers and the EFA Committee Procedure Manual, copy of Constitution and Associations Act. ■ Annual professional development plan for Committees is implemented and conducted annually ■ A needs analysis is conducted to determine additional skills required by the EFAWA committee to continue successful operation.
<p>FINANCIAL & OPERATIONAL MANAGEMENT</p> <p>Demonstrate sound and sustainable operational and financial management</p> <p>Annually review CEO and staff</p> <p>Review and further streamline administrative functions across the EFAWA</p> <p>Develop better communication and improve relationship between Discipline Committees, Branch and office.</p> <p>Maintain good financial management practices.</p>	<ul style="list-style-type: none"> ■ Implement a sustainable business model to ensure sustainable and sound operation practices ■ Identify objectives and aims of a sustainable equestrian EFAWA business model ■ Achieve performance targets outlined in strategic plan on time and within budget ■ Annual Professional Development Plan is discussed and documented with each staff member. Ongoing review and updating of positions when formal annual reviews are conducted ■ Continue to improve administrative functions through annual consultations with technology and business consultants (financial/legal/sport/EFA national) ■ Ensure strong financial planning is conducted in compliance with the EFAWA's financial policies and procedures ■ Annual audit of accounts conducted and published on website and summary in Collections
<p>STAKEHOLDER RELATIONS</p> <p>Inclusive approach to planning. Improve relationships and partnerships with key stakeholders including a stronger and more defined relationship with the national office</p>	<ul style="list-style-type: none"> ■ State Forums held to inform members and ensure members are part of the change process and as a method of keeping stakeholders informed of association decisions and policies ■ Hold State Forum for all stakeholders every year in February with the goal of bringing in key speakers on different areas of equestrian, motivational, informative and interactive.
<p>MEMBERSHIP SERVICES</p> <p>Review membership structure and services provided regularly to continually value-add.</p> <p>Actively promote the membership services and the benefits of membership of the EFA to the equestrian community.</p>	<ul style="list-style-type: none"> ■ Rationalise membership categories. Examine benefits and costs annually. Review value added opportunities annually ■ Introduce a membership package for new members and existing members to be mailed out in the first year of introduction to all new members then only to new members joining. ■ Develop and implement membership services charge ■ Restrict access to non-members and develop opportunities to members and Club EQ members v's non members
<p>COMMUNICATIONS</p> <p>In conjunction with the Discipline bodies, promote the sport to the broader community</p> <p>Embrace new initiatives for information and communication technologies</p>	<ul style="list-style-type: none"> ■ Clearly outline projects and how each should be promoted ■ Identify suitable press officer/marketing officer for the EFA ■ Upgrade web-based communication systems ■ Introduction of new web-based features using national website ■ Continue to develop and implement clear communication channels between members and EFAWA
<p>MARKETING</p> <p>Develop a marketing and communication plan that takes advantage of identified opportunities</p>	<ul style="list-style-type: none"> ■ Identify objectives and aims of marketing and communications plan ■ Implement marketing plan with a professional marketing company
<p>INTELLECTUAL PROPERTY</p> <p>Ensure the National Office establishes ways of better protection for EFA IP</p>	<ul style="list-style-type: none"> ■ Lower levels of unauthorised use of the States IP and additional income streams from royalties, etc.

SUSTAINING HIGH PERFORMANCE & FUTURE SUCCESS

Objective: To foster the success of Western Australian athletes at national and international level

Rationale: Fostering national success through the following strategic priorities will help to:

- Improve State performances at national championships
- Develop the next generation of athletes and horses
- Ensure that the EFAWA has a pool of quality high performance coaches and officials to support athlete development
- Search for a competitive advantage through sports science and medicine

KEY STRATEGIES	INDICATORS
<p>NATIONAL TEAM</p> <p>Foster the ongoing success of WA athletes in senior and junior national team events and programs</p>	<ul style="list-style-type: none"> ■ Achieve national success and riders on National team selection. ■ Look for funding and develop relationships with the State Institute of Sport and DSR Maintain good relations and comply with funding guidelines. ■ Review plans regularly to ensure most appropriate application of funds.
<p>ANTI-DOPING AND SWABBING</p> <p>Continually adopt, implement and enforce EFA anti-doping policies, rules and programs that conform to and comply with the ASC's anti-doping core provisions</p>	<ul style="list-style-type: none"> ■ Achieve compliance with anti-doping requirements ■ Implement MCP to national standards at all EFAWA events ■ Increase swabbing at EFAWA events
<p>YOUTH DEVELOPMENT</p> <p>Nurture and develop youth programs</p>	<ul style="list-style-type: none"> ■ Appoint project consultant to identify programs from other sports that have increased participation and have increased males within the sport. ■ Project Consultant to write a action plan for each project that is identified to be able to be successfully adapted to equestrian ■ Education Officer/ Project Officer – Permanent position to be offered to a person with a degree in sports management to implement identified projects by the above Consultant.
<p>COACH DEVELOPMENT</p> <p>Foster the ongoing success of the NCAS program in WA to ensure that adequate resources are provided to the NCAS staff member to facilitate the NCAS program successfully in WA.</p>	<ul style="list-style-type: none"> ■ Establish a calendar in relation to accredited courses, development programs and EFA events and publish at least 12 months in advance ■ Agreed processes for coach development ■ Increase numbers of level 3 coaches in WA and coach educators to 100% by 2008
<p>TALENT IDENTIFICATION AND MAXIMISATION OF DEVELOPMENT</p> <p>Optimise the talent identification and development resources of WAIS and DSR</p> <p>Advance the overall professionalism and delivery of accredited courses, development programs and coaching</p> <p>Develop pathways from grass roots to international level for State riders in conjunction with any programs that have been developed by the National office.</p>	<ul style="list-style-type: none"> ■ State High Performance athletes in conjunction with the EFA High Performance Manager and the DSR High Performance Manager and reps from WAIS via the State Discipline and Stakeholder Forum in May. ■ Document program and forward to EFA High Performance manager for input ■ Consult further with disciplines and WAIS on returned document ■ Finalise document and forward to WAIS for implementation into a WAIS program in 2007 ■ Collate calendars in August from all committees and Club EQ clubs ■ Set seminars and courses for the following year by end of each August – book coaches to deliver seminars ■ Disciplines have a discipline high performance plan that, in conjunction with the National High Performance Program, continually gives support for the development of talented athletes, coaches and officials in local, regional and remote areas of WA ■ Provide adequate support services to athletes are all levels to improve their development in the areas of sport science, medicine, training programs, nutrition, psychological skills training. ■ Document pathways for athletes and identify ways in which athletes can follow pathways
<p>FARE EQUALISATION</p> <p>Negotiate fare equalisation policy with the National office</p>	<ul style="list-style-type: none"> ■ Policy developed ■ Fare equalisation available to all elite WA riders travelling to ES for national competitions

INCREASING PARTICIPATION AND DEVELOPING THE SPORT

Objective: To grow the participation and interest in Equestrian sport through a range of strong development programs that are agreed to and implemented in partnership with EFA member clubs.

Rationale: Growing the participation and interest in Equestrian sport through the following strategic priorities will help to:

- Advance the level of cooperation with clubs
- Increase participation
- Foster the EFA's role in the community
- Protect and develop EFA coaches, officials and volunteers
- Identify and develop pathways from grass roots to international level

KEY STRATEGIES	INDICATORS
<p>AFFILIATED CLUBS</p> <p>Introduce CLUB EQ – an equestrian club accreditation scheme designed to encourage best practice in all aspects of club management and the adoption of common governance principles across EFAWA Clubs</p> <p>Explore options a club-based membership model (with National Office) and implement if feasible</p>	<ul style="list-style-type: none"> ■ All equestrian clubs affiliated through Club EQ and Club EQ resources and Club EQ Club made available to Clubs ■ Provide training to club personnel through the annual EFA affiliated club annual conference to improve equestrian club performance ■ Continue to hold Club Affiliated Conferences ■ Review membership protection policy annually ■ Progress towards a club-based membership in conjunction with the National Office as directed ■ Western Australia to nominate as the first State that implements the Club-Based membership model
<p>OFFICIALS</p> <p>Implement the National Officiating Accreditation Scheme when developed by the EFA National office which will include pathway development</p>	<ul style="list-style-type: none"> ■ NOAS in place; uniform accreditation across Australia. ■ Implement clinics and training sessions for riders, volunteers, officials. ■ Pathway and training courses documented ■ Seminars held regularly for official development and succession planning
<p>VOLUNTEERS</p> <p>Continuation of the implementation of the Volunteer Management Program</p>	<ul style="list-style-type: none"> ■ Continuation of the 3 year VMP ■ Database finalised ■ Annual recognition awards for key volunteers conducted ■ Training programs for volunteers implemented
<p>TARGETED PROGRAMS</p> <p>Appoint project consultant to identify programs that will increase participation in equestrian sports whilst encouraging participation by as many diverse groups as possible</p> <p>Foster the success of the Schools Championship and further develop and implement the “Equestrian in Schools Program”</p> <p>Work with key stakeholders, DSR and affiliated clubs to identify, promote and implement coordinated provision of community based participation initiatives that develop a life long involvement in equestrian sports</p>	<ul style="list-style-type: none"> ■ Increased access for people with a disability; continued development of the affiliated and association Riding for the Disabled through their relocation at the State Equestrian Centre ■ Development of a Junior Sport Framework and other joint initiatives such as the Summer Series to develop pathways into equestrian sport at grass roots ■ Closer association of the Pony Club of Australia with the EFAWA and developed pathways ■ Increased male participation in equestrian sport. ■ Ensure equestrian sport is available and readily accessible to all regardless of background, disability and social restrictions through a range of initiatives recently introduced such as the Summer Series and “Have a Go Days” at the State Equestrian Centre. ■ Program Manager to continue plan (programs) that identifies the needs of participants to increase participation.
<p>PARTICIPATION</p> <p>Increase participation by develop a range of programs</p> <p>Focus on a junior development and skills program that is club based.</p>	<ul style="list-style-type: none"> ■ Increase membership annually by 8% the number of people who are actively involved in official competition and the overall membership of the sport

PROVIDING VIBRANT EQUESTRIAN COMPETITIONS IN WA

Objective: To provide vibrant locals events and a domestic competition program

Rationale: Providing vibrant local events and a domestic competition program through the following strategic priorities will help to:

- Increase participation at all levels in equestrian sports within Western Australia
- Provide access to higher levels of competition within Western Australia
- Maintain a vibrant domestic competition for state athletes

KEY STRATEGIES	INDICATORS
<p>LOCAL EVENTS</p> <p>Develop programs for implementation by EFA Clubs</p> <p>Assist clubs where possible to market their events</p> <p>Ensure equestrian is free of performance enhancing drugs for both horse and rider</p> <p>Ensure EFA rules and regulations are followed to facilitate a safe and enjoyable sport</p>	<ul style="list-style-type: none"> ■ Employ and appoint a Project Officer to identify different programs that are successful in other sports that can fundamentally be easily applied to equestrian. ■ EFA Clubs implementing programs to increase participation ■ Incorporate participation rewards to clubs using the centre that have programs to develop participation. ■ Accurate event calendar published on the website and EFA Annual Handbook ■ State Medication Control Program Officer appointed ■ Contact MCP officer on a regular basis to ascertain what events are being swabbed ■ Ensure policy is published in handbook and on website ■ Develop a flyer on the policy and swabbing procedures for distribution to new members ■ Ensure the anti-doping policy is published in handbooks ■ Club EQ officer to visit events held by to ensure that they are properly run administratively and operationally
<p>STATE COMPETITION</p> <p>Build a vibrant state competition program</p>	<ul style="list-style-type: none"> ■ Set up discipline committees for reining, vaulting, endurance ■ Operation manuals developed for clubs ■ Event operational manual and checklists provided for clubs specific to each discipline
<p>REGIONAL EVENTS</p> <p>Increase regional activity and participation in equestrian</p>	<ul style="list-style-type: none"> ■ Increase funding available to regional clubs through Healthway funding ■ Investigate expansion of equestrian into regional areas ■ Document whole of state planned approach to equestrian
<p>NATIONAL CHAMPIONSHIPS</p> <p>Lobby for more national championships to be held in Western Australia</p>	<ul style="list-style-type: none"> ■ Lobby to have a national championship of at least one equestrian discipline to be held in WA every two years