



EWA Meeting of the Board of Directors

Date: May 26th, 2026

Time: 6.30pm

Venue: Online (Microsoft Teams)

MINUTES

Attendees		
Anne Wilkins (Online)	Kelly Kent	
Michael Dagostino	Roslyn O'Halloran	
Ex-officio		
Rob Kennedy (CEO)		
Guest/Presenters to join		
Apologies		
Rory Hovell	Pollyann Huntington	

1. WELCOME – OPENING OF THE MEETING

The Chair opened the meeting and welcomed all attendees.

2. ATTENDANCE AND APOLOGIES

Rory & Polly were an apology.

3. MINUTES

The Board reviewed the April 2026 Board Minutes. The Board discussed wording contained within the financial summary section relating to improving financial visibility, reporting accuracy and transparency.

Resolved: That the following sentence be removed from the April 2026 Board Minutes Summary:
“The Board acknowledged the importance of improving financial visibility, reporting accuracy and transparency moving forward.”

Action: CEO to remove the agreed sentence from the April Board Minutes prior to finalisation.

Subject to the above amendment, the Board accepted the minutes as a true and correct record.

4. DECLARATION OF CONFLICTS

Conflicts are up to date

5. ACTION REGISTER REVIEW

The Board reviewed the current Action Register.

MD apologised for delays in completing some outstanding legal-related action items due to workload commitments. He advised he expects greater capacity over the coming month and is committed to progressing the outstanding items.



5.1 AGM / Communications Plan

The Board discussed the EA presentation by Nicholas Ballard (Chair) & Ben Houston (CEO) and the Show Jumping Event

Action: CEO to provide the draft communications plan to KK for review.

5.2 Half-Year Membership Proposal

The CEO provided an update regarding the exploration of a half-year membership option.

The Board noted:

- JustGo can support half-year memberships.
- Equestrian Australia had recommended the membership be structured as a one-off payment rather than instalments to minimise transaction costs and maximise revenue retention.
- A formal proposal will be required prior to implementation.

Action: CEO and Meredith to prepare a formal half-year membership proposal for presentation at the next Board meeting.

5.3 Operational and Infrastructure Updates

The Board reviewed several ongoing operational items.

5.3.1 Irrigation / Grounds

The CEO provided an update regarding irrigation improvements and ground maintenance.

The Board noted:

- A draft partnership agreement with Whittens Irrigation has been prepared for Board review.
- The arrangement includes a cash sponsorship component and ongoing monthly work.
- The intention is to move away from short-term fixes and engage specialist expertise for long-term infrastructure outcomes.
- Faulty sprinklers within the GP field had been replaced.
- The broader bore and pump infrastructure remain ongoing operational priorities.
- The arrangement would also provide improved access to irrigation components and sprinkler heads at cost pricing.
- The irrigation maintenance program developed by RH continues to be implemented.

Action: CEO to provide board with irrigation agreement

5.3.2 Fertiliser Program

The Board discussed the fertiliser program implemented prior to Christmas.

It was confirmed:

- There was no excess stock intended to remain on site.
- The supplied product had been utilised in accordance with the approved plan

5.4 Cool Room Update

The CEO provided an update regarding the failed cool room.

The Board noted:

- An informal inspection identified a failed electrical fusion component.
- The issue may potentially qualify for an insurance claim.
- An insurance claim form has been received and would be progressed.
- Previous replacement investigations identified significant complications due to the current installation method.
- Replacement of the cool room may require removal of part of the roof structure.
- A like-for-like replacement is unlikely to be feasible.
- Previous quotes had exceeded the previously discussed budget allowance.



The Board also discussed the importance of appropriate procurement processes and avoiding conflicts of interest when obtaining quotations.

Action: CEO to obtain and circulate the previous reports and quotations relating to the cool room.

Action: CEO to progress both the insurance claim process and replacement quotation process simultaneously.

6 FINANCE REPORT

6.1 Aged Receivables

The Board reviewed the aged receivables report in detail.

ROH advised that the Board needed to determine whether any provisions for doubtful debts should be recognised within the financial statements.

Show Horse Sponsorships and Outstanding Debtors

The Board discussed several aged Show Horse-related receivables including sponsorships, uniforms and pageant-related debts.

The Board noted:

- Several outstanding amounts were currently being followed up.
- The CEO remained confident that the larger amounts would still be recovered.
- Failure to recover some debts within the 2025 financial year may create an impact on the 2026 financial position.
- There was confusion operationally regarding whether discipline-generated debts sat with discipline representatives or centrally with EWA.
- The Board confirmed responsibility for debt collection ultimately remains with EWA.

The Board discussed the need for:

- Clearer operational ownership of discipline-related receivables.
- Improved service expectations and accountability between EWA and disciplines.
- A future Service Level Agreement (SLA) framework clarifying mutual responsibilities.

The Board accepted not to write off any aged receivables based on the CEO's advice and confidence that the items are recoverable and steps are being taken to recover these amounts.

Action: CEO to follow up regarding the outstanding Show Horse sponsorship payments and obtain updated timelines and communication feedback.

Action: Gabby to include aged receivables and outstanding discipline debts as part of ongoing discussions with discipline treasurers.

Action: CEO to continue reviewing operational relationships and service expectations between EWA and discipline committees.

6.2 Balance Sheet and Financial Position

The Finance Director noted:

- April financials are not yet fully finalised.
- Cash balances had increased significantly following receipt of outstanding State Government grant funding.
- No unusual movements were identified outside normal creditor and debtor fluctuations.

Also presented a high-level Profit & Loss analysis separated into:

- Disciplines.
- EWA.
- State Equestrian Centre.



6.2.1 EWA Financial Overview

The Board discussed:

- Timing impacts associated with JustGo reconciliation and revenue recognition.
- Membership number and membership mix impacts.
- Reduced sponsorship revenue - reiteration of the impact of the reduced OTT sponsorship on FY26 financial performance
- Reduction in grant income due to dropping a category - reiteration of the impact of the reduction in the DCITS category on FY26 financial performance
- Variances relating to horse registrations, transfers and performance cards.

The Board noted that the primary financial variance currently relates to revenue movements rather than expense increases.

The Board acknowledged that membership income is recognised as received largely in the early months of the year and therefore the overall profit and loss will reduce over the year as expenses are recognised during the year.

The Board formally approved the financial reports.

6.2.2 SEC Financial Overview

The Board discussed the financial performance of the State Equestrian Centre.

The Board noted:

- Revenue and activity levels remain below prior year performance.
- Several prior-year events and masterclasses did not occur during the current reporting period.
- Weather and cancelled events / stable bookings have played a role in lower revenue YTD
- Maintenance and repair expenditure timing had impacted some variances.

The Board acknowledged that membership income is recognised as received largely in the early months of the year and therefore the overall profit and loss will reduce over the year as expenses are recognised during the year. The Board formally approved the financial reports.

6.3 Term Deposit

The Board discussed the establishment of a Macquarie investment account.

The Board noted:

- Macquarie was viewed as a secure banking institution while still providing improved returns and investment flexibility.
- Two Board Directors would act as signatories on the account.

Resolved: That EWA proceed with opening a Macquarie investment account.

Resolved: That the Finance Director and Chair act as authorised signatories for the Macquarie account.

The Board also discussed governance requirements associated with account opening documentation.

Action: Michael Dagostino to act as Board Secretary solely for the purpose of executing Macquarie

Action: Chair to open a Macquarie bank account

6.4 Draft Financial Statements

The Board noted:

- Draft financial statements have been handed over to ROH
- Updated statements will be provided to the auditors once finalised.

Action: Updated draft financial statements to be completed by ROH and provided to auditors, then circulated to the Board.



7 POLICIES

7.1 Electronic Mobility Devices Policy

The Board discussed:

- Appropriate terminology relating to safety distances around horses.
- Balancing enforceability with practical behavioural expectations.
- The preference to avoid highly prescriptive wording.

Resolved: That the policy refer to “close proximity” rather than a specific measurement distance.
The Board agreed the policy could later be reviewed if required.

7.2 TOIL Policy

The Board discussed the employee work hours and rest/recovery policy.

The Board agreed further refinement and consolidation of policy wording was required.

The Board noted:

- Existing examples from external workplaces may assist.
- The intention is to finalise a practical operational policy as soon as possible due to staffing impacts.

Action: ROH & KK to provide a copy of a comparable workplace policy.

Action: Updated policy drafts to be merged and circulated for Board review

8 SPORTS FUND APPLICATION

The Board considered a Sporting Fund application requesting funding support from Eventing.

The Board discussed:

- Historical funding levels provided to disciplines in previous years.
- The organisation’s current financial position.
- The importance of maintaining fairness and consistency should additionally discipline applications be received throughout the year.
- The value and benefit are generally delivered through previous funding allocations.

The Board noted:

- Previous discipline allocations had generally ranged between \$2,500 and \$3,500.
- The current application requested an amount above the previous standard allocation level.

Following discussion, the Board agreed a reduced allocation represented an appropriate balance between supporting the application and maintaining financial responsibility.

Resolved: That EWA approves \$3,000 in funding for the Sporting Fund application.
The Board also noted that no additional Sport Funds applications have currently been received.

9 STRUCTURE REVIEW

The Board undertook a detailed discussion regarding organisational staffing structure and salary expenditure.

The Board discussed:

- Salary reduction targets.
 - Review on the KPI target vs “Increased revenue / decreased expenditure”
- Revenue generation capability.
- Operational efficiencies.
- The balance between sport delivery and SEC operational requirements.
- Potential future staffing structures.
- The need for strong commercial leadership within the SEC.



The Board agreed:

- Reducing one role immediately to demonstrate progress.
- Future staffing decisions should consider both operational savings and revenue generation potential.

The Board acknowledged that purely reducing wages without protecting revenue capability may negatively impact long-term sustainability. The Board also discussed leave balances and the importance of maintaining clear forward-looking records.

Action: CEO prepare two additional high-level restructuring scenarios for Board review.

Action: CEO to identify one role for immediate removal and provide an update to the Board.

10 AGM/MEMBER MOTION

10.1 Operations and Secret Ballot

The Board noted concerns regarding the previous year's secret ballot process and agreed improvements were required.

Action: CEO to discuss improvements to the AGM secret ballot process offline with relevant Board members.

10.2 Eventing Motion

The Board discussed:

- Whether an official investigation was underway.
- Potential implications for allowing the motion to proceed while investigations may still occur.
- The preference to avoid unnecessary political fallout.

The Board agreed the preferred outcome would be for the motion author to voluntarily withdraw the motion.

Action: CEO to contact Jacinta and/or Roger Kane to clarify the status of any official investigation.

Action: Subject to investigation status, CEO to contact the motion author and formally request withdrawal of the motion.

10.3 EA Financial Management Motion

The Board discussed a submission relating to Equestrian Australia financial management.

Resolved: That the submission be rejected in its current form.

The Board also agreed the member should be requested to withdraw the submission to avoid prejudicing against any future inquiry process.

Action: CEO to call and request withdrawal

10.4 Warwick Vale – Life Membership Motion

That the Board propose a Life Membership resolution for Warwick Vale at the next AGM in accordance with Clause 7 of the Constitution.

10.5 Eventing / Pony Club MOU

That the Board should not be directly involved in the MOU discussions and that the matter should be managed between the relevant parties.



Action: CEO to notify both Pony Club WA & Eventing

11 SEC ADVISORY COMMITTEE

The Board agreed the scope should include stronger risk management and monitoring components. Once edited is ready to be posted on social media, with a 14-day deadline prior to the AGM.

Action: CEO to include "Risk Management review and monitoring" within the Advisory Group scope. The Board agreed the committee should be publicly advertised.

Action: CEO to advertise the Advisory Group opportunity for a 14-day period. The Board also discussed approaching additional suitable candidates.

11 SEC BUSINESS CASE / GOVERNMENT FUNDING

The Board received an update regarding the State Equestrian Centre Business Case following recent discussions with Sport and Recreation and Treasury.

The Board noted:

- Treasury feedback on the Business Case was generally positive.
- A key area identified for further development was increasing public access and community participation opportunities at the facility.
- The Business Case process is expected to form part of a longer-term planning and asset management process rather than immediate funding approval.
- Member expectations regarding likely timelines and outcomes will need to be carefully managed.

The Board also discussed the status of the previously referenced \$800,000 funding.

The Board noted:

- The funding position remains unclear and the timing and availability of this grant.

The Board agreed ongoing engagement with government stakeholders remains important while revisions to the Business Case continue.

Action: CEO continue following up with Brett the \$800,000 funding position.

13 MEDICAL CORROSPONDENCE

The Board discussed member correspondence relating to MedicAid and associated concerns.

The Board discussed:

- The respective responsibilities of EWA, organising committees and national bodies.
- Appropriate organisational response messaging.

Action: CEO to speak with Roger Kane, EA and relevant organising committee representatives regarding the matter.

14 MEDIA POLICY

The Board discussed the need for formal media policy and media training.

Action: KK to draft a media policy



15 NEXT MEETING

June 9th, 2026

CLOSING THE MEETING

There being no further business, the Chair closed the meeting at 9.45pm.

Signed as a true and correct record.

Dated:

Anne Wilkins
Chair