



EQUESTRIAN
NEW SOUTH WALES



Rodriguez
JACOBI

ANNUAL REPORT

2024-25

Contents

Message from the Chair – Amy Eggleton.....	3
CEO's Report - Vireena Peacock.....	5
PART 1 - THE ENSW 2025-2030 STRATEGIC PLAN & PROGRESS.....	7
A Clear Pathway to 2030.....	7
Engaged and Supported Officials.....	8
Active & Connected Clubs and Disciplines.....	9
Inclusive Pathways for All - Education Manager's Report	11
ENSW PATHWAY PROJECT	13
High-Quality, Fit-for-Purpose Facilities.....	14
Strong Respected Profile - Representing Member Interests.....	15
PART 2 - COMMITTEE & DISCIPLINE REPORTS.....	17
Eventing NSW report for ENSW – 2023/2024	17
ENSW Show Horse Committee Report	20
Equestrian NSW Interschool Committee Report 2024–2025	20
Vaulting.....	23
Dressage.....	24
Jumping NSW Annual Report.....	26
Para-Equestrian Committee Annual Report	28
Amateur Equestrian Committee Report.....	31
Marketing & Communications Committee – Annual Summary 2024-25	33
Equestrian NSW Finance, Audit & Risk Management Committee.....	34
PART 3 - MEMBERSHIP & FINANCIALS.....	37
Membership.....	37
Financial Summary.....	38
Equestrian NSW Staff.....	41
Conclusion.....	42

Message from the Chair – Amy Eggleton

As we reflect on the past year, I want to first acknowledge the challenges our sport has faced. Despite this, our members have remained engaged, committed, and supportive — and I extend my sincere thanks to each of you.

This is an important moment for equestrian sport in Australia. Decisions at the national level will shape our long-term stability, and we continue to advocate strongly for NSW members to ensure outcomes are fair, transparent, and focused on the best interests of all participants. Through it all, our community has shown resilience, unity, and a deep commitment to the future.



A Community Worth Celebrating

This year has once again highlighted what makes equestrian sport in NSW truly special: the people.

Our clubs, officials, committees, coaches, parents, volunteers, and riders — from first timers to Olympians — are the heart of this organisation. Your passion drives progress, your feedback guides priorities, and your commitment ensures the longevity of our sport.

To the ENSW staff: thank you for your professionalism, resilience, and genuine care for our members. To our Board: thank you for your integrity, strategic guidance, and unwavering dedication. A special thank you to Ally McLean and Nicky Rockwell who will leave the Board after completing their term. Both Ally and Nicky will both continue to support our sport - Ally will remain on the Equestrian NSW Finance and Risk Committee whilst Nicky has been elected to the Equestrian Australia Board of Directors.

Highlights of the Year

Despite external pressures, Equestrian NSW achieved meaningful progress and stability across key areas:

Strategic Direction & Governance

- Launched the 2025–2030 Strategic Plan, focusing on social licence, welfare, pathways, facilities, and club support.
- Strengthened financial oversight through the FARM Committee.
- Continued national advocacy for equity, transparency, and member value.

Officials, Coaches & Volunteers

- Introduced free membership for all accredited officials, covering the EA component.
- Invested nearly \$100,000 in officials' education.

Clubs & Grassroots Participation

- Provided \$95,000+ to clubs via grants, governance education, and support initiatives.
- Expanded Equestrian Experience Days to 22 clubs.

Pathways & Participation

- Continued development of the NSW Pathways Project with a dedicated Pathways Officer.
- Advanced online learning modules for volunteers and officials.

Financial Stability

- Achieved a positive financial result of +\$24,535, maintaining our breakeven strategy.
- Retained earnings strengthened to \$1.69 million, including \$1 million reserve, with the remaining funds to be reinvested directly to our disciplines.

Investment in Disciplines

- Provided \$463,000 to Olympic disciplines, supporting events, officials' education, and high-performance pathways.

Looking Forward

The year ahead brings both opportunities and challenges. Facility pressures, rising welfare expectations, and broader economic factors mean we must remain united, informed, and strategic. Our focus remains on building a sustainable, respected, and thriving equestrian community for generations to come.

As we look forward, I want to remind everyone: we are far more alike than we are different. At our core, we share the same hopes — a safe sport, healthy horses, strong communities, and a future we can be proud to pass on.

Now is the time to set aside personalities and old assumptions, to work together, listen generously, and act with the long-term health of our sport in mind. Our social licence and the future of equestrian sport in Australia depend on it.

When we stand together, we are stronger than any challenge — and together, we will ensure equestrian sport not only endures but thrives.

Thank you again for your trust, passion, and belief in Equestrian NSW. It remains a privilege to serve as your Chair.

Amy Eggleton – Equestrian NSW President and Chair

CEO's Report - Vireena Peacock

It has been another year of immense passion, purpose, and progress for Equestrian NSW. Across every discipline, committee, and club, what stands out most is the extraordinary dedication of the people who make this sport what it is — riders, volunteers, coaches, officials, parents, sponsors, breeders, trainers and supporters. Their collective love for horses and community remains our greatest strength.



Three years ago, I took on this role following the release of the EA Reform White Paper because I believed I could help transition our sport into something fit for the future. That remains my focus. The past year has reinforced how important it is that we continue to evolve — not through revolution, but through steady, thoughtful reform that protects what we value most while modernising where we must.

Our **Strategic Plan 2025–2030** provides the roadmap: safeguarding our social licence by embedding safety and horse welfare at every level; building pathways and participation; investing in clubs, officials, and volunteers; and protecting quality facilities such as Clarendon and SIEC. These are not abstract goals — they are essential to ensuring that equestrian sport thrives for generations to come.

At times, it has been disheartening to see false commentary on social media about my motivations or those of the Board. I take my obligations to the sport extremely seriously. As CEO, I am entrusted with the stewardship of members' money — over 8,000 individuals from every corner of NSW, from Olympians like Chris Burton to first-time riders like Chris Smith. Every decision we make is guided by the question: *is this how our members would want us to act, and is this how they would want their money spent?*

What concerns me most is not internal disagreement — that is healthy and necessary in a democratic sport — but the way in which we treat one another when opinions differ. We must not lose sight of the external threats that truly endanger our sport: the loss of competition venues, growing scrutiny from horse welfare lobby groups, and the risk of serious injuries. These are the issues that could unravel everything we love if we are not united, informed, and proactive.

Finally, I want to sincerely thank the Equestrian NSW staff and Board. While our staff are paid, they run mostly on passion — working tirelessly to deliver programs, events, and support to our members with

professionalism and heart. Also, I could not ask for a better group of Board members, who provide ethical stewardship, wise counsel, and steadfast commitment to both me and the organisation.

As we look forward, I remain deeply committed to leading with integrity, transparency, and respect. Together with our Board, committees, and staff, we will continue to strengthen governance and financial sustainability through the FARM Committee, deliver on our strategic commitments, and work collaboratively with members and stakeholders to secure a strong future for all who ride, connect, and discover through horses.

I remain in your service,

Vireena Peacock – CEO



PART 1 - THE ENSW 2025-2030 STRATEGIC PLAN & PROGRESS

A Clear Pathway to 2030

One of the most powerful things any organisation can do is define a clear and purposeful direction. With that in mind, the Equestrian NSW Board came together in late 2024 to develop a Strategic Plan that will guide our sport through to 2030.

You can view the full Strategic Plan on the Equestrian NSW website.

The plan focuses on six key strategic priorities that are essential to the long-term sustainability and growth of equestrian sport NSW:



Social License

Engaged and Supported Officials

Active and Connected Clubs & Disciplines

Inclusive Pathways for All

High-Quality, Fit-for-Purpose Facilities

A Strong, Respected Profile

This clearly articulated vision ensures that ENSW staff, committees, and stakeholders are aligned and focused on the areas that matter most to our community, now and into the future.

Social License

Goal: Improve our social license to operate through improved horse welfare practices brought about through the education of members and clubs and positive social messaging. Educated general public on horse sports.

Activities

- ✓ Participation in the national review of the FEI paper on horse welfare
- ✓ Development & Roll out of two online modules on horse welfare – available for free here ([LINK](#))
- ✓ Follow EA Guidelines on Horse Welfare on Education and Communication
 - Positive social media posts on horse welfare and horse-athlete relationships on a regular basis
 - Invite media to competitions to show horse welfare in action



- Cross-Discipline Displays to develop broader understanding of different disciplines
- Develop an education plan for the general public

Engaged and Supported Officials

Without Officials we have no sport

Officials remain the backbone of equestrian sport, generously contributing their time, expertise, and professionalism to ensure competitions across New South Wales are safe, fair, and enjoyable. In recognition of their vital role, Equestrian NSW has continued to provide direct financial support to all accredited officials.

In 2024–25, ENSW waived the state component of official memberships, ensuring officials were not charged any ENSW fee. While officials were still required to pay the Equestrian Australia (EA) component of their registration, in the 2025–26 financial year ENSW has taken this one step further — paying the EA fee component on behalf of all NSW officials, resulting in a \$0 cost membership. For officials who are also active riders, an equivalent discount was applied to their rider membership to maintain equity.

To further invest in the quality and development of officiating, ENSW allocated \$99,568 towards officials' education and training in 2024–25, including \$98,978 provided directly to Dressage NSW, Eventing NSW, and Jumping NSW to deliver discipline-specific education programs, seminars, and accreditation opportunities.

The Coaching Sub-Committee has also been highly active in supporting the professional growth of NSW coaches. Throughout the year, the committee facilitated a series of online and in-person education sessions, clinics, and accreditation days to ensure that coaches remain up to date with evolving best practice, welfare standards, and skill development.

The highlight of the coaching calendar continues to be the Annual Coach Development Day, held in June at the Sydney International Equestrian Centre (SIEC) in partnership with the Hawkesbury Dressage Club's Dressage Festival. The 2025 event drew record attendance, with standing-room-only numbers filling the SIEC conference room — a clear sign of the enthusiasm and commitment of NSW's coaching community.



Active & Connected Clubs and Disciplines

Disciplines

On 10 May, Equestrian NSW hosted its annual Cross-Discipline Forum, bringing together representatives from all discipline committees, the ENSW Board, and staff for a day of governance and strategic alignment.

The morning session featured a presentation by Simon Neaverson (AICD), who delivered an engaging discussion on the core governance principles and responsibilities of sporting organisations. This provided valuable context for committee members in understanding their roles within the broader governance framework of Equestrian NSW.

In the afternoon, attendees turned their focus to the Equestrian NSW 2025–2030 Strategic Plan, exploring opportunities for collaboration and alignment across disciplines. Over 50 participants contributed to constructive discussions that highlighted shared priorities, challenges, and initiatives. The

forum once again demonstrated the strength of NSW's equestrian community—where open dialogue, cooperation, and the exchange of ideas continue to drive collective progress.



Figure 1 Participants at the Cross-Discipline Governance Forum in May 2025

Additionally, meetings were held with each of the Olympic discipline committees to review their strategic and operational priorities for the coming year. These consultations informed the development of formal funding agreements, which clearly define accountability and expectations in the use of ENSW member funds. The funding allocations and areas of investment for each discipline are detailed within the financial report, reinforcing ENSW's commitment to transparency, equity, and the responsible stewardship of member resources.

Clubs

Equestrian NSW continued to prioritise the growth and sustainability of affiliated clubs, providing both financial assistance and educational support throughout the year. Clubs benefited from a range of learning opportunities in governance, marketing, and operational best practice, helping strengthen their management capacity and community impact.

For the second consecutive year, ENSW delivered direct financial assistance through its Safety and Facilities Grants Program, supporting 28 clubs to improve infrastructure and enhance safety standards at their venues.

A new initiative, the Equestrian Experience Days for Clubs, was also launched and continued into this financial year. Supported by NSW Office of Sport Participation Grant funding, this program encourages community engagement and participation by enabling clubs to host interactive, open-day style events that welcome new participants to the sport. To date, 22 clubs have held or are scheduled to hold Experience Days, creating opportunities for riders of all ages and abilities to connect, learn, and get involved.

In total, over \$95,000 was provided directly to clubs across New South Wales in 2024–25 with another \$20,000 provided through the discipline committees— an investment that reflects Equestrian NSW's strong commitment to empowering local organisations as the foundation of equestrian sport in the state.



Figure 2 Berry Riding Club's new first aid tent purchased with the NSW Club Safety Grant

Inclusive Pathways for All - Education Manager's Report

The 2025 year has been marked by a diverse range of projects and events within the Education portfolio.

Projects

A key initiative commenced this year was the recruitment of a Pathways Development Officer. Following a competitive interview process, Meg Baldock was appointed to the 12-month project role, and her detailed Pathways Project report is provided below. The Pathways Project is progressing well and remains on schedule for completion in May 2026.

Work has also continued on the development of online introductory learning courses for volunteers and officials. These courses have been researched, scoped, and are in the planning and development phase.

Events

The Education Manager contributed to the delivery of several major events throughout the year, including the 2025 Awards Night, Combined Committees Day, the NSW State Interschool Championships, and the National Interschool Championships. Interest and sponsorship for both Interschool events were exceptionally strong.

The Education Manager also assumed the role of NSW Team Manager for the National Interschool Championships. A pre-recorded video on event preparation has been shared with participants, and a live online session is scheduled three weeks prior to the event, which will take place from 24–28 September. This year's Nationals are particularly significant as they return to SIEC exactly 25 years after the Sydney 2000 Olympic Games.

Thanks to a generous NSW Office of Sport grant, the Education Manager and the Amateur Equestrian Committee coordinated the Equestrian Experience Days program. Thirty-two applications were received from ENSW-affiliated clubs seeking one of twenty-five \$2,000 grants to promote their discipline within their local community and attract new members. Despite weather-related delays in May and June, the program has been highly successful. Clubs were provided with ENSW caps, flyers, and social media templates, with several reporting increased membership—most notably WEH2H, which welcomed 12 new members following its June Experience Day.

Committees

The Education Manager represents Equestrian NSW on both the Interschool Committee and the Amateur Equestrian Committee. The commitment and dedication of these volunteer committees are greatly appreciated and have been instrumental in progressing key initiatives throughout the year.

Team Coaching

As a certified Gallup Strengths Success Coach, the Education Manager has supported the ENSW team to better understand and utilise their individual and collective strengths, contributing to improved team cohesion and performance.

The Education Manager looks forward to continuing to deliver current projects and supporting ENSW members and clubs with their educational needs in the year ahead.

NSW PATHWAY PROJECT

Overview

Equestrian NSW appointed Pathway Development Officer **Meg Baldock** in May 2025 to lead the development of discipline-specific Equestrian Athlete Pathways, recognising both horse and rider as athletes. The project aligns with the Australian Institute of Sport’s FTEM framework (Foundation, Talent, Elite, Mastery).



Figure 3 The DRAFT FTEM model

Key Activities and Progress to Date



Research Phase

The initial project phase has included extensive research into:

The FTEM framework and its application across Australian sport

Comparative analysis of pathway structures used in Snow Sports and other disciplines

Resources and models from the AIS, NSW Office of Sport, and FEI

Stakeholder Engagement

Meg has undertaken ongoing consultation with discipline representatives across NSW, contributing to the structure and content of the draft Pathways framework. Planning is underway for broader sector consultation, including athletes, coaches, officials, and key stakeholders.

Raising Awareness

Early engagement has focused on increasing awareness and understanding of the project across multiple areas of the sport, including:

Para Equestrian

Interschools

Show Horse

Create Stage

The project has now progressed to the create stage. The first draft of the Para Equestrian Pathway has been completed and is ready for review by the Education Manager and CEO. Meg will continue developing pathway models for additional disciplines ahead of submission and review.

High-Quality, Fit-for-Purpose Facilities

One of the most significant areas of focus for Equestrian NSW in 2024–25 was continued advocacy to protect the Clarendon Dressage Grounds—a key competition and training venue in Greater Sydney. With the site under threat from proposed land redevelopment, Equestrian NSW worked alongside the Save Clarendon Group to safeguard its future. This included coordinated engagement with stakeholders such as Crown Lands, Hawkesbury City Council, the NSW Office of Sport, and local political representatives. Detailed submissions were prepared highlighting the potential loss of access to this vital venue, the resulting impact on metropolitan dressage opportunities, and the broader implications for equestrian sport in NSW. While the matter remains unresolved, advocacy efforts have successfully raised awareness, prompted cross-sector support, and generated public attention.

In parallel, Equestrian NSW advocated for facility upgrades at the Sydney International Equestrian Centre (SIEC)—specifically the resurfacing of Arena 1. The organisation provided the NSW Office of Sport with qualified contacts and technical information to assist in the planning and development of this important infrastructure project.

At the grassroots level, Equestrian NSW supported the Infrastructure pillar of its Strategic Plan by preparing numerous letters of support for affiliated clubs seeking grant funding to improve safety and facilities. These efforts contribute to the long-term goal of ensuring accessible, high-quality venues for equestrian participation across metropolitan and regional NSW.

Strong Respected Profile - Representing Member Interests

Collaboration with the NSW Office of Sport and Sport NSW

Equestrian NSW (ENSW) continues to maintain a strong and productive relationship with the NSW Office of Sport, ensuring our programs, governance, and operations remain aligned with state and national priorities.

Throughout the year, ENSW actively participated in Office of Sport and Sport NSW seminars, leadership forums, and education sessions designed to strengthen governance capability, strategic planning, and organisational resilience.

In 2025, ENSW successfully completed all requirements of the Australian Sports Commission's new assessment tool for State Sporting Organisations – Game Plan.

This comprehensive framework evaluates performance across governance, leadership, integrity, financial management, and participation. ENSW achieved an 85% compliance rating overall and was assessed as “Excelling” in Financial Management, reflecting the organisation's strong fiscal oversight and transparent management of member funds.

The Game Plan process has provided valuable insight into areas of strength and opportunity, enabling ENSW to benchmark against national best practice and access development resources that will guide the ongoing growth and sustainability of equestrian sport in New South Wales.

National Reform and Governance Leadership

ENSW continues to play an active leadership role in shaping the future structure and governance of equestrian sport in Australia.

Following participation in the Equestrian Australia (EA) Strategy Workshop in October, ENSW contributed to national alignment on the sport's long-term strategic direction — centred around Strong Foundations, Sustainable Growth, and Excellence.

The workshop achieved 80% agreement across core strategic elements and established a national 10-Year Strategic Plan framework supported by a Leadership Charter, which sets shared behavioural expectations for collaboration, integrity, and accountability across all jurisdictions.

ENSW remains fully engaged in the development of the future governance and operational model for Equestrian Australia, ensuring that any reform upholds strong State representation, transparent financial modelling, and a sustainable structure that benefits members and disciplines nationwide.

Partnerships and Sponsors

Equestrian NSW gratefully acknowledges the generous support of our sponsors and collaborators who make our programs and events possible. Their investment underpins our commitment to opportunity, participation, and excellence across all levels of the sport.

NSW Office of Sport – For its ongoing partnership in strengthening governance, safety, and facility development across the State.

Horseland – Principal partner for the National Interschool Championships, enabling the delivery of Australia’s largest youth equestrian events.

Poseidon Animal Health, Regency Floats, Titanium Saddlery, Cavalleria, Ashbree Saddlery, JNK Collective, and The Horse Den – Valued sponsors of the 2025 Interschool Championships, supporting the next generation of equestrian athletes.

Rodney’s Photography – Our dedicated event photographers, capturing the colour, excitement, and spirit of competition across the Championships.



Figure 4 Taj Greenwood & HPH Manifesto - part of the winning Eventing team at the 2025 National Interschool Championships

PART 2 - COMMITTEE & DISCIPLINE REPORTS

Equestrian NSW operates through volunteer committees. There are two types of Committees:

Separate Legal Entities: Dressage NSW, Eventing NSW and Jumping NSW are separate legal entities that manage their discipline for and on behalf of Equestrian NSW, and

Equestrian NSW Subcommittees: Show Horse, Vaulting, Interschool, Para-Equestrian, Amateur Equestrian, Finance and Risk Management (FARM), Marketing and Communications and Coaching.

The following are reports on the activities of these committees throughout the past year.

Eventing NSW report for ENSW – 2023/2024

Twenty official horse trials were held in the past financial year with five events running International FEI classes and Sydney committee hosting the Sydney Three day event in November with classes ranging from CCI4*-L down to EvA65. The logistics involved with running events and catering for such a wide range of levels, as many events do, is immense. We must never take for granted the workload undertaken by our clubs as they continue to deliver top quality, professional, well-run events.

On a personal level I was delighted to be involved, as Event Director, with the running of Scone Horse Trials in April 2024 held, for the first time, at the incredible Ellerston property (pictured right). The event was a huge success with everyone praising not just the course, designed by Stuart Tinney, but also the amazing facilities for both horse and rider at Ellerston. We look forward to the second Scone event at

Ellerston in early November 2025.



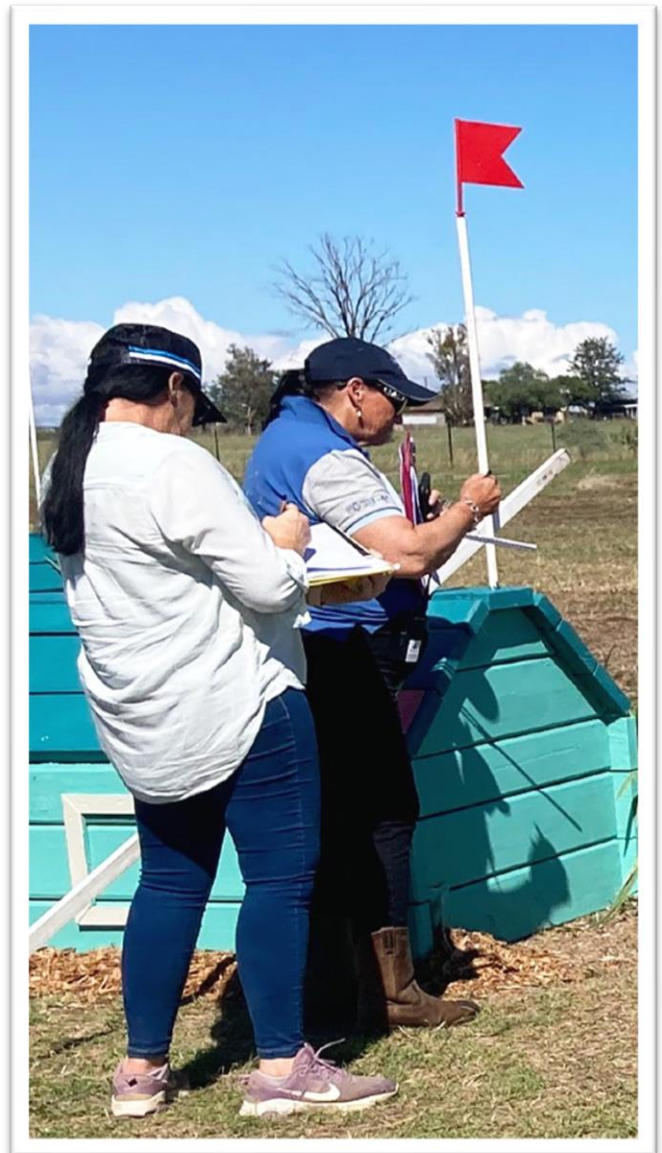
This year has been a busy one for Eventing NSW as we continue to work hard trying to encourage more volunteers into our sport. To support this, we appointed Norm Hindmarsh as EvNSW Education

Volunteers and Officials Coordinator. Following on from this appointment Norm, together with Vince Roche, ran a successful 'Introduction to Officials' course at Tamworth in March (right). Other courses are planned although it was sad that a planned 'Becoming an Eventing Official' course was recently postponed due to lack of interest. Without volunteers our sport will cease to exist and we welcome all ideas to encourage people to come on board and get involved.

A big thank you to all Volunteers and Officials and a special mention to our Sport NSW Volunteer nomination of Rebecca Andrews who was recognised in the category of Volunteer Director of the Year at the Sports NSW Awards. Rebecca embodies everything that makes a wonderful volunteer and have given so much to our sport. No matter the task she always carries out her role with a smile on her face, which then has a run on effect for those around her. A delightful lady and a recognition so well deserved.

EvNSW recognises the importance of riders at all levels, including those who may never win a ribbon but still deserve recognition for the effort and dedication they put into their horses and into their sport. The EvNSW Encouragement Award recognises these riders and a senior and junior winner is presented with a rug at most EvNSW events. Winners have included riders who have managed to squeeze in competing whilst running around helping to run the event along with others who are simply good sports and keep a smile on their face even when their eventing weekend didn't go according to plan. The feedback we receive from the Encouragement Award winners is always positive with recipients genuinely delighted that they have been recognised for what they do.

Many thanks to the EvNSW Performance Pathway Committee (EvNSW PPC) and their coordinators who have helped to run various clinics throughout the year. Fiona Hughes as coordinator of the EvNSW Star Squad successfully organised and ran eight Star Squad and Star Talent ID clinics while Prue Barrett, Sandy Lucas and Carlene Barton ran the EvNSW 'Super Clinic' in January, assisted by Admin of the EvNSW PPC Alison Duthie.



EvNSW is grateful for the funding received from EA and ENSW which allow them to run these clinics, giving riders from Development level up to 4* the opportunity to learn from top class coaches across all three disciplines.

Around 15-20 riders with 20-30 horses attend each Star Squad Clinic while around 80 riders and close to 100 horses attended the Super Clinic. All EvNSW Performance Pathway Clinics ran under budget and EvNSW would like to thank everyone involved for their commitment in making all these clinics a success.



Nicola Wilson (GB) was one of the coaches at the Super Clinic

Many thanks also to our Auditor of 22 years, Amy Yew from Ross Fowler and Associates. Following best practice Governance EvNSW has now engaged a new auditor to ensure transparency, improved compliance, and enhanced accuracy in our financial reporting. Whilst on financial matters we are pleased to report that after much difficulty EvNSW has worked with the Commonwealth Bank to secure a better return on EvNSW funds held at the CBA.

Thank you to EvNSW Secretary Vicki Burgess for her ongoing dedication to Eventing NSW. The administrative demands of our sport continue to grow, and what was once a relatively simple role has evolved into a multifaceted position requiring constant attention and effort. I was pleased to attend a Governance and Compliance Seminar by Sport NSW and AICD, hosted by ENSW and found the seminar, which was also attended by other NSW Sporting executive and board members to be a very valuable and worthwhile exercise.



Our continued thanks to ENSW CEO Vireena Peacock and all staff at ENSW for the work they do on a daily basis, and for organising and running the ENSW Awards Night.

Tony Harris, President Eventing NSW

ENSW Show Horse Committee Report

The Equestrian New South Wales Show Horse Committee is pleased to present its report for the 2024 competition year. The Committee successfully delivered a comprehensive calendar of events, each conducted to a high standard and reflecting the continued growth and professionalism of the Show Horse discipline within New South Wales.

During 2024, the Committee conducted the following major events:

- **2024 BARE Equestrian Horse of the Year**
- **2024 Show Horse & Rider Championships - A National event**
- **2025 Owner Rider Championships**
- **2025 Southern Cross Event Hire Show Horse Spectacular**, held at the premier **Stonewall Equestrian** venue
- **2025 Junior Show Horse Championships**
- **Junior Clinic**, conducted with EA-accredited coaches **Mr Les Friend** and **Ms Danielle Beattie**



Each event was well supported, demonstrating the strength and enthusiasm of the Show Horse community. The Committee extends its appreciation to the competitors, officials, volunteers, sponsors, and venue management teams whose contributions ensured the success of these events.

The Committee remains committed to fostering excellence, participation, and development opportunities within the discipline. Plans for 2025 include further enhancement of event delivery, ongoing support for grassroots participation, and continued collaboration with Equestrian Australia to uphold the highest standards of competition and horsemanship.

Submitted by the ENSW Show Horse Committee

Equestrian NSW Interschool Committee Report 2024–2025

Overview

The Equestrian NSW Interschool Committee has continued to build strong foundations for participation, education, and excellence across the Interschool program. The 2024–2025 period has seen significant progress in event delivery, athlete support, and the expansion of new initiatives designed to create meaningful pathways from grassroots to high performance.

Key Achievements of the interschool committee are as follows:

- Event Delivery and Program Development
- Collaborated on the schedules for the 2025 Interschool State Championships and the Horseland Australian Interschool Championships, ensuring consistency and alignment with national standards.

- Delivered a comprehensive entertainment and engagement program at the 2025 State Championships, designed to make the event fun and inclusive while fostering community and connection among young riders.
- Implemented similar engagement initiatives in preparation for the Australian Interschool Championships, helping riders connect beyond competition and share their passion for equestrian sport.



Figure 5 Vicki Roycroft leads in the NSW team at the National Interschool opening ceremony

Growth and Inclusion

The Interschool committee introduced Para and Preparatory Dressage tests at the 2025 State Championships—an important step in ensuring inclusive participation across all ability levels.

Proposed and implemented new Eventing Selection Criteria, increasing the minimum number of team members from four to six. This change provides greater clarity, fairness, and development opportunities for riders.

Reintroduced the Interschool Awards to be presented at the Equestrian NSW Annual Awards Night (2026), recognising outstanding achievement and sportsmanship among young athletes.

Sponsorship and Partnerships

The committee secured new sponsors for both the 2025 State and Australian Interschool Championships, with additional partners already expressing interest for 2026.

Established a new sponsorship program for EA-affiliated Interschool events, with Berry Interschools Championship selected as the first recipient (October 2025).

Acknowledged the invaluable contribution of sponsors, partners, and event photographers whose support continues to enhance the experience for all competitors.

Education and Pathways Development

The Committee proposed a comprehensive Interschool Pathways Curriculum aimed at supporting riders' development in sport, education, and personal wellbeing.

This curriculum focuses on both primary and secondary levels, emphasising the holistic growth of young athletes through the following topics:

Domain	Topics
Sport & Life Skills	Foundational riding and competition skills; knowledge of sport pathways
Mental Health & Wellbeing	Managing performance anxiety, self-care, communication, and resilience
Career & Education	Vocational Education & Training (VET), early career awareness
Nutrition	Horse and rider nutrition; healthy habits for young athletes
Financial Literacy	Money management and basic budgeting for competition planning
Branding & Media	Media skills, digital wellbeing, and personal branding
Safer Sport	Understanding SIA and FEI anti-doping rules, and animal welfare responsibilities
Personal Development	Time management, athlete wellbeing, and performance health

Program Outcomes

The Interschool program continues to deliver:

Education and sportsmanship opportunities for junior riders in horsemanship, training, and horse management.

A competitive yet supportive environment that fosters camaraderie and confidence.

A clearly defined competition and educational pathway from participation to high performance, enabling students to grow within the sport throughout their primary and secondary years.

Looking Ahead: Towards Brisbane 2032

The Committee recognises the importance of building a solid foundation for the next generation of equestrian athletes. A strong and comprehensive Interschool program will continue to nurture the dreams of young riders—from their first school competition to the potential of representing Australia at the 2032 Brisbane Olympic and Paralympic Games.

The future of Interschool equestrian sport in NSW looks bright.

Emily Bowker – Interschool Committee Chair



Figure 6 Pas De Deux combination at the National Interschool Competition

Vaulting

2025 has been a busy year for Equestrian Vaulting in Australia. We held 3 lunging clinics in which our lungers are taught how to get their horses collected and forward with and without the vaulters. In competition, the horse and lunger make up 25% of the vaulter's score, so getting the horses going well on the lunge is an important part of equestrian vaulting.

The National Championships were held in Queensland this year and many clubs and groups made the journey to compete. The new venue at Boonah was almost complete and proved to be successful, despite the mud!

Our Christmas competition in November is always fun, with a novelty barrel competition and Christmas decorations everywhere. This is also when VNSW hands out our grade awards for the year, with many recipients unaware they are receiving the awards.

In March, a CVI and national competition was conducted by two clubs, followed by our state clinic with international instructor, Miriam Degiorg from Switzerland. We then moved into our NSW State Championships at SIEC in June.

During the COVID years, we saw a decrease in the number of new vaulters entering the sport. As a team sport, it was hard to introduce young athletes to vaulting due to the restrictions. This year we are seeing a bubble of vaulters who stayed with vaulting during COVID, and are now reaching for CVI1* and 2* levels. But we are not seeing the influx of younger vaulters we normally do. We have also experienced some individuals and groups focusing on international and high-level competition. Because of this, NSW plans to pivot towards grassroots in coming years to ensure the sustainability of the sport.



Dr Gillian Burns, DVM Chair, VNSW

Dressage

Dressage in New South Wales has experienced a strong and productive 15 months, with vibrant activity across local clubs, major championships, and national representation. Dressage NSW and its affiliated

clubs have worked to strengthen grassroots participation, deliver high-quality events, and support the progression of athletes and officials at every level.

Grassroots and Club Activity

Dressage clubs across NSW continue to form the foundation of the sport, running training days, closed competitions, and regional championships that nurture riders from introductory to advanced levels. Dressage NSW has supported these clubs through the supply of championship medals, competition guidance, and targeted funding for regional judge education. Committee members and accredited officials have played active roles in local events, ensuring consistency and quality across the state.

State & National Championships

The **NSW Dressage Championships** were successfully staged in 2024 at SIEC and in 2025 at Tamworth's AELEC, offering inclusive programs from Pony and Amateur divisions through to Grand Prix. The 2025 Championship saw **Jayden Brown** and *WillingaPark Quincy B* dominate following his Olympic campaign.

NSW riders were also standout performers at the **Sydney CDI** and **Australian Dressage Championships**. Highlights included Katina Smith's clean sweep of the Small Tour, Matthew Lord's Medium Tour win, and Jayden Brown's back-to-back National Grand Prix victories. NSW also hosted the Australian Youth Dressage Championships in Wagga Wagga, drawing more than 100 riders and celebrating emerging stars like Shiva Wiedemann and Marley Yates.



International Representation

NSW rider Jayden Brown proudly represented Australia at the Paris 2024 Olympic Games, helping the national team to a top-ten finish. NSW-based youth riders, including Maddison Vallender and Abby Weel, also gained international experience in Europe, reflecting the state's strong development pathways. Major NSW events such as the Sydney CDI and Willinga Park CDI attracted overseas competitors and judges, giving local riders invaluable exposure to global standards.

Development & Education

Dressage NSW's High Performance Program supported eight elite combinations through regular clinics and individual performance planning, resulting in improved results across the season. Judge and coach education remained a key focus, with numerous regional workshops ensuring high standards across officiating and rider development. Collaboration with **Equestrian NSW** has provided critical funding, administrative support, and recognition opportunities, enabling growth and professionalisation within the discipline.

Conclusion

Over the past 15 months, Dressage NSW and its clubs have demonstrated exceptional resilience, professionalism, and collaboration. From vibrant local competitions to national titles and Olympic representation, the sport continues to thrive. Supported by dedicated volunteers, officials, and Equestrian NSW, the dressage community in NSW delivers opportunity and excellence for riders of all levels.

Jumping NSW Annual Report

As President of Jumping NSW, it is my pleasure to present our Annual Report highlighting a year of dedication, growth, and achievement within the sport of jumping. Our ongoing mission to advocate for the sport, support our clubs, officials, and maintain strong liaison with Equestrian NSW and Equestrian Australia continues to drive our committee's work.

Support and Development

Our budget has been effectively utilised to support the sport across multiple areas:

Training for Officials: We have continued to invest in the development of our jumping judges, course designers and stewards through targeted training programs, ensuring high standards and consistency across events. A number of training events were held over the year, targeting both new and already existing officials and ensuring they are accredited to perform their important roles.

Financial Support to Events: This year, Jumping NSW proudly supported FEI World Cup classes at major events including Summer Classic, North and North West Showjumping Club, Waratah, and Stonewall. It also supported the 2024 State Titles, the 2025 Country Championships run by /hara Equine and will be supporting the up-coming 2025 State Titles which will be run by Sydney Showjumping Club.

Event Assistance: We provided financial assistance for swabbing at key competitions such as the State Championships, Waratah, and Summer Classic events.

Medical Support at Events: In recognition of the importance of safety and wellbeing, we assisted clubs with costs associated with providing medical support during their events.

Club Grants for Resources: Our grants program helped clubs acquire essential resources such as jump trailers, ring gear, rails, and other equipment to ensure smooth and safe event operations.

Major Events

JNSW proudly conducted the State Titles at SIEC, expanding the competition to three rings for 2024 to accommodate increasing participation. We also organised the Summer Classic, which was once again severely impacted by weather conditions. Looking forward to 2026, the event date will be moved in hopes of better conditions, and the resurfaced Olympic arena at SIEC will offer an excellent new venue for competition.

In addition, the committee ran the JNSW Autumn Classic and JNSW Winter Classic—events exclusively for our members as a token of appreciation for their commitment to Jumping NSW.



Figure 7 Tom McDermott & Cooley Gangster

Committee Engagement

Our committee met approximately once a month throughout the year, engaged in robust discussions and input sessions on important topics such as the Minimum Medical Requirements trial, proposed rule changes, and safety protocols. These ongoing dialogues ensure our sport remains progressive, safe, and aligned with community expectations.

Recognition and Awards

Jumping NSW proudly nominated and supported a number of distinguished riders and officials at the Equestrian NSW Awards night:

Senior Rider: Tom McDermott

Young Rider: Charlie Magnier

Junior Rider: Reese Keenan

Amateur Rider: Courtney Cusack

Volunteer of the Year: Cathy Brown

Official of the Year: Mark Atkins

Jumping Horse of the Year: Cooley Gangster

Services to Sport (Jumping): Edwena Mitchell

We are especially proud of committee member George Sanna, who received the Coaches Award from the NSW Coaching Committee, honouring his outstanding dedication to equestrian sport over his career.

Looking Ahead

Jumping NSW looks forward to another successful year ahead. We remain committed to supporting our athletes and their equine partners, fostering excellence in the sport of jumping, and ensuring our clubs and officials have the resources and support needed to thrive.

Thank you for your continued dedication and passion for our sport.

Jane Kibble – President Jumping NSW

Para-Equestrian Committee Annual Report

Committee Overview

The Equestrian NSW Para Equestrian & Equibility Committee (ENSWPEC) continued to advance opportunities for riders of all abilities through a focus on inclusion, infrastructure, pathways, and participation across disciplines.

Now in our second year of operation under the leadership of Chair Felicity Weal, the committee worked collaboratively with Equestrian NSW, EA Para Equestrian Committee, and affiliated clubs to improve accessibility, athlete pathways, and community engagement throughout 2025.

Helen Batson has stepped down from the committee, and we welcomed Angela Dalby. We would like to thank Helen for her enthusiastic contribution, especially to the development of the Terms of Reference, Angela is already involved in jumping as an official, but she is also an athlete with a disability, she has arrived with her own energy and has already stepped-up to develop our Athletes Pathways Framework.

2025 Key Achievements

Development of the Athletes Pathway Framework: to outline Athletes development stages from Participation to elite level.

The Facilities Accessibility Survey was developed to gather feedback from clubs across NSW that expressed interest in para participation. The survey identifies venues with accessible amenities and informs future facility upgrades.

Establishment of the “Respect. Support. Community.” Award: to recognise individuals who embody the committee’s values.

Funding submissions: Supported by ENSW a portable ramp construction proposal was prepared. This model is now being used as a template for future accessible infrastructure projects

Para Dressage Training Clinic: The newly formed Arcadia Para Dressage Club held a very successful clinic at Willinga Park in July. Supported by ENSW funding and other sponsors, this initiative served as a prototype for a future NSW Para High Performance (HP) Squad, fostering judge, coach, and athlete development opportunities.

Hawkesbury CPEDI and Judges Exams: Several NSW judges advanced their para qualifications, strengthening the officiating pool

Opportunities for Para Athletes in Other Disciplines: Did you know that Vaulting and Driving already offer competition for athletes with a disability? A vaulting showcase was presented at the Australian Dressage Championships recently, thank you to Sydney Vaulting Group and Vault Aire for providing the demonstration, it was great to see the range of opportunities available. The committee also engaged with Driving NSW to explore future para driving pathways. Classes were included at the National Interschools Championships and Eventing NSW has also expressed interest in investigating opportunities for Para and Equibility athletes and we look forward to working with you to develop a program.

National news

Establishment of the National Para Dressage Committee: ENSWPEC has been able to represent NSW perspectives in national rule discussions. and classification. Other national updates for athletes with a disability include:

Recognition of Virtus as an Official EA category of competition: for athletes with an intellectual impairment or Autism. Following the signing of an MOU with Sport Inclusion Australia.

Getting closer to Equibility becoming a new national category of competition for athletes with a disability not eligible or not ready for classification in Para or Virtus.

Looking Ahead to 2026

Priorities for the coming year include:

- Finalising the rollout of the Facilities Accessibility Register for NSW clubs.
- Expanding Equibility participation across other disciplines.
- Delivering “Come and Try” days and Experience Events to attract new para participants.
- Continuing advocacy for sustainable national rule alignment and recognition of NSW’s inclusive leadership model.



Felicity Weal – Chair – Para-Equestrian Committee

Amateur Equestrian Committee Report

The Equestrian NSW Amateur Equestrian Committee (AEC) has had a productive year focused on addressing the needs of amateur riders, who represent the majority of ENSW members. The Committee was fortunate to have new members join at the beginning of 2025 providing depth to the Committee through representation of multiple equestrian disciplines and regions.

Key achievements include the successful delivery of the Equestrian Experience Days (EE Days) program, a new state-wide initiative funded through the NSW Office of Sport Participation Grant. The development of the EE Days was a direct action following analysis of the comprehensive member survey initiated by the AEC in late 2024 to guide priorities.

Member Survey – Insights into Amateur Needs

In late 2024, the AEC conducted a survey attracting over 680 responses from riders across NSW. The data provided valuable insights into the motivations, challenges, and aspirations of amateur equestrians.

Key themes included:

1. A strong desire for a more inclusive and less elitist environment, with increased recognition and support for non-professional riders.
2. Demand for regional access to clinics, training, and education opportunities, particularly for judges and officials.
3. Concerns about the affordability of participation and transparency of membership fees.
4. Calls for more community-focused, fun, and social events, where riders feel welcome regardless of competition level.

These findings have shaped the committee's priorities and informed the design of the Equestrian Experience Days and future development programs

Equestrian Experience Days – Building Community and Participation

Through funding over two years from the NSW Office of Sport, the AEC developed and implemented Equestrian Experience Days, a program designed to encourage participation and community engagement across regional and metropolitan clubs.

The initiative provides financial and promotional support for clubs to host open days featuring interactive and educational equestrian activities. Each day is locally tailored, reflecting the diverse interests of NSW riders—from “come and try” sessions and cross-country experiences to dressage protocol days and working equitation demonstrations.

More than 30 clubs applied, and 26 were approved for funding, with events already held or scheduled across regions including the Far South Coast, Riverina, Stroud, Berry, Sydney Hunt Club, and North Coast.



H2H Presents a

Demonstration by Australia's 1st qualified Master's representative rider Mark Mason going to WAWE 2026 W.E. Games




Working Equitation Equestrian Experience Day

Sunday 22nd June
Tall Timbers Pony Club Pacific Hwy, Ourimbah

FREE Entry for riders who have never tried Working Equitation. Junior riders welcome.

FREE mentoring for all riders. Learn to ride W.E. obstacles. All riders receive a welcome bag with goodies & **FREE** lucky draw tickets.

Prizes include - 1 x 12 month EA membership, 2 x 12 month H2H membership, 2 x 12 month membership to ANWEL plus more

FREE Morning Tea & BBQ Sausage Lunch provided.

FREE Entry now open on Nominate



Brought to you by the
ENSW Amateur Equestrian Committee

Proudly funded by



The program has been instrumental in connecting ENSW and its clubs to grassroots riders, introducing new participants to equestrian sport, and promoting the benefits of membership.

Advocacy and Collaboration

The committee continues to identify issues impacting amateur riders, such as entry barriers in major jumping competitions, lack of amateur divisions in eventing, and accessibility of coaching and officials' education. The AEC has raised these topics for discussion with other ENSW discipline committees through the Combined Committees Forum to encourage equitable opportunities for all rider categories.

Future Directions

Building on the success of the member survey and Experience Days, the AEC will:

1. Continue rolling out Experience Days through 2025–26, with a focus on regional inclusivity and volunteer engagement.
2. Support the development of pathways for amateur riders aligned with the national FTEM framework (Foundation, Talent, Elite, Mastery).
3. Seek ongoing engagement with ENSW Discipline Committees to continue to advocate for opportunities for Amateur Equestrians.

The Amateur Equestrian Committee has made significant strides in representing and supporting amateur riders across NSW. By listening to members, strengthening the connection between ENSW and local clubs, and promoting participation-based initiatives, the committee is helping ensure that equestrian sport in NSW remains accessible, community-driven, and rewarding for riders of all levels.

Natalie Harvell – AEC Chair

Marketing & Communications Committee – Annual Summary 2024-25

This year focused on strengthening ENSW's brand consistency and improving how we communicate with members across all channels. New Design Guidelines were introduced to align visual identity and tone across disciplines, social media, and email communications.

We also launched a library of free CANVA design templates to help affiliated clubs create professional, on-brand materials quickly and at no cost. Alongside this,



Figure 8 The new ENSW Marketing Graphics

a Marketing & Communications Short Course Program was developed to build club capability in social-media strategy, content planning, and email best practice.

ENSW's Facebook, Instagram and EDM communications are now coordinated through a content calendar, ensuring regular, consistent messaging that supports member events, club and official programs and highlights volunteer contributions.

Special thanks to Verity Muscat and Chris Bartle from Pixel Eight for their generous volunteer support and design expertise throughout the year.

Lisa Winn

Chair, Marketing & Communications Committee

Equestrian NSW Finance, Audit & Risk Management Committee

Annual Report 2025

Committee Overview

The Finance, Audit & Risk Management (FARM) Committee assists the Equestrian NSW Board to ensure financial integrity, strong governance, and effective oversight of organisational risk and compliance. Operating under its approved Charter, the Committee met regularly throughout 2025 to review financial performance, oversee the annual audit, and monitor risk management, insurance, and compliance frameworks.

The Committee was chaired by Annyka Overton, with members Alison McLean, Jillian Haggerty, Kaye Spence, and Melissa Gillies, and Vireena Peacock (CEO) serving as Secretary

Key Activities and Achievements

1. Financial Performance and Reporting

The Committee oversaw a strong financial position for Equestrian NSW, with the 2024–25 financial year closing with a surplus of \$24,000, meeting the breakeven objective set by the Board

Regular financial reporting and analysis ensured transparency and informed decision-making across all activities. The Committee reviewed quarterly results, monitored discipline sub-accounts, and endorsed improved member communications including explanatory materials on income and expenditure to increase financial literacy within the sport.

The FARM also reviewed and approved the June 2025 end-of-year financial statements, noting that retained earnings comprised:

A \$1 million operating reserve (approximately 12 months of fixed costs);

\$410,730 held in discipline sub-accounts; and

\$304,136 allocated to strategic reinvestment initiatives.

2. Budget and Membership Fee Model Review

A key focus for 2025 was the development of a revised membership fee model to enhance transparency and financial sustainability.

The model proposed a three-tier structure — Competitor, Participant, and Recreational Memberships — to provide clearer pathways and align fees more closely with participation levels.

While the FARM Committee reviewed and recommended the new model to the Board, implementation was deferred due to the significant national fee and levy increases imposed by Equestrian Australia, which substantially raised total membership costs for NSW members.

The Committee instead recommended maintaining the existing structure for 2025–26 and continuing to advocate for greater transparency, equity, and consultation at the national level

3. Risk Management and Compliance

In accordance with its Charter, the Committee monitored organisational risks across financial, operational, legal, and reputational domains

Key work areas included oversight of the Safe365 risk management system, with enhancements proposed to record horse welfare and incident data in collaboration with Equestrian Australia's National Health & Safety team

The Committee also reviewed insurance coverage, compliance obligations, and policies governing related-party transactions and conflicts of interest to maintain high standards of integrity and accountability.

4. Audit and Governance

The Committee worked closely with the external auditor to ensure the integrity and accuracy of ENSW's financial statements. It endorsed the 2024–25 audit findings and confirmed that internal controls were effective and compliant with accounting standards.

The FARM also finalised discipline funding agreements to strengthen governance and consistency in financial management across all discipline committees, ensuring appropriate oversight of expenditure and sub-account balances.

5. Operational Efficiency

Operational savings were realised through targeted efficiency measures, including consolidation of office services, review of supplier contracts, and refined reporting processes. These actions contributed to ENSW's stable financial position despite external cost pressures and fluctuations in membership.

Priorities for 2026

- Strengthen financial sustainability and rebuild membership confidence following national fee increases.
- Continue implementation of the Safe365 system and enhance reporting of horse welfare and incident data.
- Oversee the annual audit process and ensure compliance with legal and regulatory standards.

- Revisit the timing and structure of the revised membership fee model when conditions permit.
- Maintain strong oversight of discipline funding, risk management, and strategic reserves to support member value and organisational resilience.

Annyka Overton, Chair – Finance, Audit & Risk Management Committee

PART 3 - MEMBERSHIP & FINANCIALS

Membership

Membership in 2024-25 was 8,766. This was a small decline on prior year, after several years of steady growth following the easing of COVID restrictions, reflecting broader economic pressures faced by many Australians. Rising living costs were cited by members as a key reason for reducing their participation in competitions and, by extension, their memberships.

Despite this, there were bright spots: both club and official memberships have continued to grow, highlighting the strength of our grassroots community and the dedication of our volunteer workforce.

Equestrian NSW responded proactively to cost of living pressures by introducing a new *Recreational Membership* in 2025–26, providing a more affordable entry point for riders whose primary need is insurance coverage rather than competition access. This decision has been supported by strong uptake of this new membership category in the first few months of the current fiscal year.

We also deepened our support for **accredited officials**—who are the backbone of our sport—by offering **free membership** in 2025–26. For those who also compete, a discount was introduced. To enable this, Equestrian NSW is covering the Equestrian Australia fee component for all accredited officials, ensuring their vital contribution is recognised and supported.

These initiatives reflect our ongoing commitment to making equestrian sport more accessible, sustainable, and inclusive for all members of our community.

Year	2024-2025	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020
Total	8766	8828	8781	8394	8289	8653
Competitor - Senior	3365	3635	3364	3212	3228	3350
Competitor - Junior	1835	2011	2259	2281	2109	2255
Supporter - Other	383	372	365	336	364	353
Participant - Senior	2338	2351	2346	2138	2110	2244
Supporter - Official	243	227	232	210	228	228
Commercial Affiliate	6	30	28	30	29	29
Competitor - Life	59	23	14	17	19	16
Club	135	129	126	121	134	125
Sport Affiliate		1	2	3	5	5
Sport Affiliate - Schools	6	7	6	5	4	4
Constituent	4	3				
Sport Affiliate - Show Society	37	39	39	41	59	44

Figure 9 Membership Numbers by Category - 2019-2025

Financial Summary

The audited financials are supplied to all members as a separate document. The following is a summary of financial activity.

Financial Result

The end of Year Financial Result was +\$24,535 in line with the breakeven financial target(+/- \$100k)

Retained Earnings

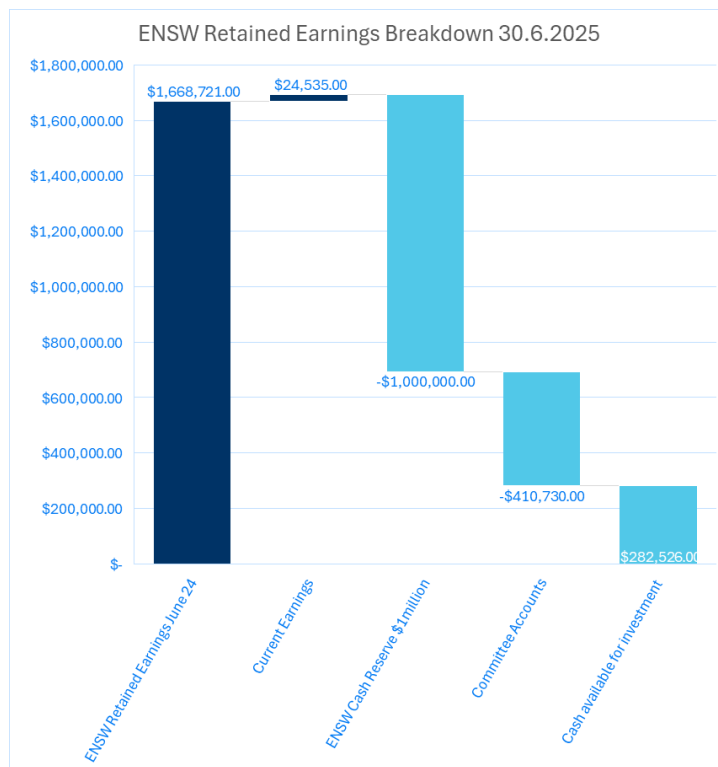
The retained earnings at the end of the financial year are \$1,693,256

Retained earnings have increased by \$24,535 on 2023-24.

Retained earnings exclude liabilities, such as the Olivia Inglis fund and income from memberships for the new financial year (received prior to June 30).

The retained earnings breakdown is represented in the chart on the right.

- The Board have determined to continue to maintain our historical cash reserve.
- Reserve is currently set at \$1m
- \$410,730 of retained earnings have been generated by, and belong to discipline sub-committees
- This leaves \$282,526 available to reinvest into the sport over the next 3 years in line with the strategic plan.



Income – FY2024-25

Total income for ENSW for 2024-25 was \$2,778,960. This was a decrease from \$3,171,100 the previous year primarily as State Interschools was held in July 2025 rather than April (as per the previous year) and therefore the income fell in the 2025-26 financial period.

Income can be split between that derived for Equestrian NSW and income for the discipline sub-committees

- Equestrian NSW Income \$2,301,007 made up of Membership Income, Grants and Funding Income, interest and sundry income.
- Sub committee income totalled \$477,953 and was income from events coordinated by the Interschool, Show Horse, Vaulting and Para Equestrian Committees.

A further breakdown of income can be found in the full financial report.

Membership Fees

Comments regarding the 2024-25 membership fees:

- For 2024-25 the ENSW members fee was held steady – that is a 0% increase.
- The EA Administration and Insurance Fee increased by 7% on average.
- ENSW introduced an ‘early bird’ renewal fee for members who renewed in June 2024, with ENSW subsidising the EA Fee increases for that month.
- EA Fee increases for officials were fully absorbed by ENSW for the entire year.
- Competition license fees for all disciplines remained unchanged for the year.

NSW Office of Sport (OOS) Grant

- OOS funding increased from \$88,181 to \$130,000 in F2024—25 as a result of Equestrian NSW’s compliance with all OOS Governance requirements for the period.
- OOS have confirmed that this funding level will be maintained for F2025-26
- The OOS Grant must be used for specific purposes in line with State Government objectives.
- ENSW applied and received grant funding to facilitate the implementation of the ENSW strategic plan. Specifically, through 2025 and 2026 to:
 - Increase participation and support NSW clubs through the development and implementation of ‘Equestrian Experience Days’
 - Provide governance education to the Board, Disciplines and Clubs
 - Facilitate the development of the ENSW 2030 Strategic Plan
 - Employ a resource to develop pathways within NSW equestrian in line with the ASC and OOS FTEM model.
 - Support the ongoing training of equestrian officials
 - Support the employment of the ENSW Education Manager

Interest

- Cash reserves have been transferred into Term Deposits at the highest available interest rate. This resulted in interest received of \$26,628.

Other Income

Other income was primarily derived from cross-charges to Equestrian Australia from when the ENSW CEO was managing the National Health and Safety Function.

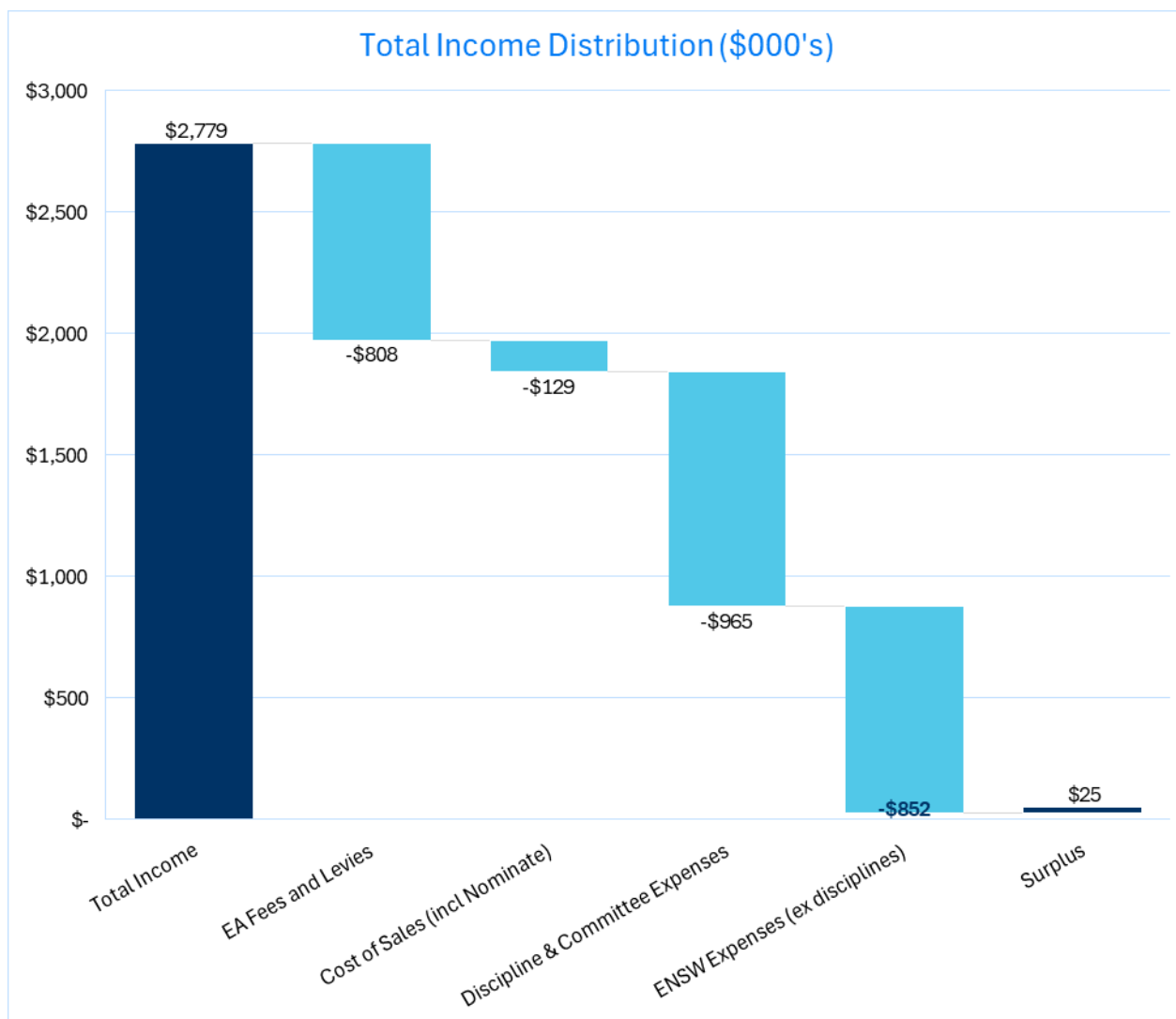
Discipline Sub Committee Income

The Discipline Sub-Committees of Equestrian NSW (Interschool, Para Equestrian, Show Horse and Vaulting) generate and spend their own income.

Discipline Subcommittees maintain their own bank accounts under Equestrian NSW with funds in these accounts utilised specifically for the activities of the discipline. This income is not available for general ENSW use.

Expenditure

The waterfall chart shows the allocation of income:



Total ENSW income was \$2,778,960 expended as follows:

- \$808,000 (29% of income) in Equestrian Australia Fees and Levies including Insurance and Administration Charges
- \$129,000 (5%) in cost of sales predominantly Nominate Fees.

Leaving \$1,842,000 in net income. Of this:

- \$965,000 (53% of net income) was paid in Discipline and Committee Expenses comprised of:
 - \$463K to support the work of the discipline committees that operate separately to Equestrian NSW, namely Dressage NSW, Eventing NSW and Jumping NSW. This includes \$100K in officials education funding.
 - \$501K expended by the ENSW Sub-Committees (Interschool, Show Horse, Vaulting and Para- Equestrian)
 - \$3k to support other disciplines including Driving and Working Equitation
- \$852K (47% of net income) was spent running the operations of Equestrian NSW. The major areas of expense include:
 - \$519K in employment expenses
 - \$132K in administration costs (office, computers, licenses and systems)
 - \$112k in professional services (accountants and legal fees and governance)
 - \$65k in direct support and grants for affiliated Clubs
- With less than 1% retained as a surplus in line with the 2024-25 breakeven target.

Equestrian NSW Staff

The operations of Equestrian NSW are delivered by a small but dedicated professional team who ensure that the organisation continues to serve its members effectively and uphold the standards of governance, safety, and service expected of a leading State Sporting Organisation.

Equestrian NSW operates with a team of six part-time staff, including the CEO, representing a total of 4.4 full-time equivalent (FTE) positions. Despite its modest size, the team manages the full scope of operational and administrative responsibilities required to deliver services to over 8,000 members and



Figure 10 The Equestrian NSW Team: Jodie, Susie, Vireena, Linda, Mia & Ebony

support the equestrian community across New South Wales.

The ENSW staff oversee the management of the sport at a state level, coordinating major events such as the State and National Interschool Championships and the Show Horse Competition program, while also maintaining critical administrative systems. Their duties include management of the membership database, horse registration and transfer processes, issuing of bridle numbers, conducting event entry compliance checks, and uploading competition results.

Staff also provide governance and operational support to the ENSW sub-committees and affiliated clubs, liaise closely with the NSW Office of Sport, Equestrian Australia, and other key stakeholders, and coordinate flagship initiatives such as the Equestrian NSW Annual Awards, Club Support, Pathways development and education initiatives.

Equestrian NSW has one of the lowest per-capita staffing ratio of any state equestrian organisation in Australia. The ENSW team consistently delivers professional, member-focused outcomes, driven by their passion for the sport, commitment to integrity, and shared dedication to ensuring a strong and sustainable future for equestrian sport in New South Wales.

Olympic Discipline Support

In NSW, the Olympic Disciplines of Dressage, Eventing and Jumping are administered by the separate legal entities of Dressage NSW, Eventing NSW and Jumping NSW. Equestrian NSW provides funding to these organisations to support their delivery of the sport in NSW on behalf of Equestrian NSW.

In the past year total Olympic Discipline Support increased from **\$456K in 2023-24** to **\$463K in 2024-25**. This represents 39% of all revenue available for use by Equestrian NSW. The following table states the total amounts provided to the three Olympic Disciplines and how the disciplines utilised the funding.

Expense Area	Total Expenditure
Major Event Support including medical coverage and swabbing costs	\$ 225,227
Officials Education ¹	\$ 98,978
General / Administration Support	\$ 53,711
Sponsorships, Club grants & Donations	\$ 46,027
Pathways (High Performance)	\$ 38,700
Total	\$ 462,643

As can be seen, Equestrian NSW provides strong financial support from membership revenue to the Olympic disciplines of Dressage, Eventing, and Jumping. Determining an exact measure of participation across each discipline is complex, given the differing rules, structures, and membership categories within each. Nonetheless, ENSW strives to ensure that funding allocations are fair and transparent, recognising the interdependence that exists across all equestrian disciplines. For example, Dressage contributes significantly to Eventing, Interschool, Working Equitation, and even Pony Club through the education and accreditation of dressage judges — a process that is both time-consuming and costly. Similarly, Jumping NSW invests in the training of jumping officials who also support Eventing, Interschool, Pony Club, and agricultural show competitions across the state. These shared benefits highlight the collaborative nature of our sport and the importance of sustained investment in the expertise and infrastructure that underpin safe, high-quality competition in New South Wales.

Conclusion

As this Annual Report demonstrates, Equestrian NSW is built upon a community of extraordinary people — riders, coaches, officials, volunteers, parents, and partners — united by a shared passion for horses and a deep commitment to the values that define our sport. Every achievement, program, and initiative outlined in these pages reflects not only the dedication of our staff and committees, but also the spirit of our 8,000 members who continue to inspire progress at every level.

The year has been one of reflection and renewal. Through the development of our **2025–2030 Strategic Plan**, we have set a clear direction to strengthen our foundations while embracing change with purpose and care. This plan positions ENSW to grow sustainably — ensuring our sport remains safe, welcoming, and respected; that our horses are treated with the highest standards of welfare; and that our members, clubs, and disciplines have the support they need to thrive.

¹ In explanatory note 4 in the Financial Report Officials Education spending has been listed as a separate line under “Education Discipline”. Most of this support (\$98,978/ \$99,569) was paid to the Olympic Discipline Committees to support their education program

There are challenges ahead. The loss of key facilities, the increasing scrutiny of horse welfare, and the pressures of maintaining participation in a changing world demand that we work together — with empathy, respect, and a shared focus on the long-term health of our sport. The strength of our future lies not in division, but in unity and collaboration.

To our members: thank you for your continued trust and belief in Equestrian NSW. Your feedback, passion, and participation drive every decision we make. To our dedicated volunteers, officials, and partners: thank you for giving your time and expertise so generously. To our staff and Board: your integrity, professionalism, and passion continue to be the heart of this organisation.

As we look forward, Equestrian NSW remains steadfast in its vision to build a sport that is inclusive, sustainable, and proud of its place in the community. Together, we are ensuring that equestrian sport in New South Wales not only endures, but flourishes — for today, and for generations to come.

