

Annual Report



Contents

Contents.....	2
Message from the Chair – Amy Eggleton	3
CEO's Report	7
PART 1	10
ENSW 2025–2030 Strategic Plan	10
Progress Report.....	10
PART 2 - COMMITTEE & DISCIPLINE REPORTS.....	17
Amateur Equestrian Committee	18
Coaching Committee.....	22
Dressage NSW	23
Eventing NSW.....	26
Interschool Committee	32
Jumping NSW President's Report	35
Para Equestrian Committee	43
Show Horse Committee	44
Vaulting Committee	49
Marketing & Communications Committee	52
Equestrian NSW Finance, Audit & Risk Management Committee.....	53
PART 3 - MEMBERSHIP & FINANCIALS	55
Membership.....	55
Financial Summary	56
Conclusion.....	62

Message from the Chair – Amy Eggleton

As I reflect on 2025–26, I am struck by just how much has happened across our sport in twelve months.

It has been a year of significant achievement, but also one of challenge and change. Cost-of-living pressures have continued to affect participation, our members have navigated changes to national systems and membership arrangements, and the broader environment for equestrian sport in Australia has continued to evolve.

Against that backdrop, there has also been much to celebrate.

A Year Worth Celebrating

One of the great privileges of serving as Chair is seeing the breadth of achievement across our sport, and 2025–26 gave us plenty to celebrate.

Our para-equestrian athletes had an extraordinary year, with Lisa Martin becoming the first Australian para-equestrian athlete to reach world number one in Grade V. Felicity

Weal and FTF Florita were crowned the 2025 Australian CPEDI2* Grade III Para Dressage Champions, while Andrew Driffield, Chloe Karsten and Sui Watts were selected to represent Australia at the 2025 Virtus World Equestrian Dressage Championships.

In endurance, Sarah Parker completed her tenth two-star event and attained Bronze FEI Two-Star Elite Athlete status. Our vaulting community welcomed the National Championships to SIEC, while carriage driving continued to grow through competition and education, including the Nations Cup event at Bundanoon. Our Show Horse competitors also proudly represented NSW at the Australasian Championships.

In dressage, the Australian Dressage Championships returned to SIEC, while the 2026 Sydney CDI brought together elite combinations, emerging riders and young horses from Australia and New Zealand, with Australia winning the returning Trans-Tasman Challenge.

Our jumping riders again demonstrated the depth of talent in NSW. Tom McDermott and Oaks Ventriloquist claimed the 2025 Senior Australian Jumping Championship — Tom's fourth national senior



title — while Charlie Magnier achieved an exceptional double by winning both the Junior and Young Rider titles.

In eventing, Oliver Barrett and Sandhills Briar claimed the CCI4*-L at the Sydney International Three-Day Event.

One of the proudest moments of the year was Equestrian NSW hosting the 2025 Australian Interschool Championships at SIEC, welcoming 431 athletes and 499 horses from every State and Territory. NSW finishing as overall Champion State was an achievement worth celebrating, but equally important was seeing hundreds of young riders and their families sharing their passion for horses and our sport.

Behind every one of these achievements is a much larger team — coaches, officials, volunteers, owners, breeders, grooms and families — and their contribution deserves to be celebrated alongside the riders and horses.

From Strategy to Action

This year our 2025–2030 Strategic Plan moved firmly into implementation, with progress across horse welfare and social licence, officials, clubs and disciplines, pathways, facilities and advocacy.

Our equestrian-specific pathways framework has been an important piece of this work, recognising something unique about our sport — development involves two athletes, horse and rider, and progression is rarely linear.

Horse welfare remains at the centre of our direction. Maintaining our social licence requires all of us to demonstrate through our actions that the welfare of the horse genuinely comes first.

More than 90 per cent of those who deliver equestrian sport are volunteers. During the year ENSW continued its investment in officials' education and provided free membership to accredited NSW officials. We also welcomed the NSW Government's investment in upgrades to Arenas 1 and 2 at SIEC and continued advocating for important equestrian facilities, including the Clarendon Dressage Grounds.

Navigating Change

Membership declined from 8,766 to 7,658 during the year. Feedback reflected a range of factors, including cost-of-living pressures, changes to the overall cost of membership and the broader period of change occurring across equestrian sport nationally.

The Board remained conscious of these pressures and continued to focus on the areas within our control. The Equestrian NSW component of membership fees was held steady for the second consecutive year, competition licence fees remained unchanged, a lower-cost Recreational Membership was introduced and accredited officials received free membership.

The transition to JustGo also represented a significant change for members and our organisation.

At a national level, Equestrian NSW has continued working closely with Equestrian Australia and our fellow State Branches. Over the past twelve months, we have seen greater collaboration and consultation across the sport, providing a positive foundation for our continued work together. We look forward to

building on these relationships and maintaining a strong NSW voice as we collectively focus on the future of equestrian sport in Australia.

Investing in Our Sport

Financially, the Board made a deliberate decision this year to invest accumulated funds back into the sport.

ENSW recorded a deficit of approximately \$215,000, consistent with our strategy of maintaining an appropriate cash reserve while investing in our discipline committees, clubs, officials, education, pathways, major events and strategic priorities.

More than \$1.2 million was expended through our discipline committees, while ENSW ended the year with approximately \$1.48 million in net assets and retained surplus.

Our responsibility is to manage them prudently and invest them responsibly in the future of our sport.

The People Behind Our Sport

Perhaps the strongest message for me this year is that success in equestrian sport is never an individual achievement.

Behind every championship, every club event, every young rider entering the arena for the first time and every athlete representing Australia is a much larger community — coaches, officials, volunteers, owners, breeders, grooms and families.

To our clubs, discipline committees, officials, coaches and volunteers: thank you. To our sponsors, partners and the NSW Government: thank you for your continued support.

To Vireena and the ENSW staff, thank you for the enormous amount of work you do behind the scenes and for the genuine commitment you bring to our members and our sport. And to my fellow Board members, thank you for your time, thoughtful judgement and commitment to acting in the best interests of our members.

Looking Forward

There is still much to do, with enormous opportunity ahead.

Whatever discipline we participate in, wherever in NSW we live and whatever level we compete at, we share a common responsibility for the future of our sport. We all want healthy and happy horses, safe sport, strong clubs, fair competition, opportunities for the next generation and an equestrian community of which we can be proud.

The next chapter for Equestrian NSW will be shaped by how well we turn that shared commitment into action — continuing to listen, working constructively together and keeping our horses and our members at the heart of the decisions we make.

Thank you to every member who has contributed to Equestrian NSW during 2025–26 and thank you for the continued trust you place in me as your President and Chair. I remain committed to listening to our members and welcome your ideas, feedback and perspectives.

I am proud of what we have achieved together this year and excited about what lies ahead for Equestrian New South Wales.

Amy Eggleton – Equestrian NSW President and Chair



The Equestrian NSW Board L-R: Ann Bonnor, Tony Harris, Lisa Winn, Ellie Robinson, Amy Eggleton, Sue Cunningham, Gillian Burns

CEO's Report

Vireena Peacock – CEO

This year has given me an unexpected opportunity to experience our sport again through the lens of a member.

I bought a new pony to compete in pony dressage, and in doing so found myself navigating many of the same experiences as our members — from transferring ownership and searching for previous results, to organising a bridle number, understanding the rules and preparing to return to competition. Then, of course, there are all the very practical horse welfare challenges that come with a new horse: working out how he travels, how he settles in unfamiliar stables, what preparation works best and managing those inevitable competition-day nerves.



Because he was bred and trained in Victoria, the experience has also been a reminder of how interconnected our sport is across Australia. A horse's journey can involve breeders, owners, trainers, coaches, officials and competitors across multiple states, all contributing something along the way.

Seeing our sport again from the member's side of the system has been enormously valuable. It has reinforced for me how important it is that our systems, rules and communications are as clear, accessible and practical as possible.

More importantly, returning to competition has given me a fresh appreciation for just how much work goes into making equestrian sport happen.

So much of that work is undertaken by volunteers.

Our judges and officials give extraordinary amounts of their time, knowledge and intellectual energy — and often their own money — to create a professional, fair and safe sporting environment. Behind every event are volunteer organising committees putting in countless hours, frequently unseen, because they care deeply about their clubs, their disciplines and the people who participate in them.

I have also been reminded of the generosity of our coaches. Good coaches do far more than provide technical instruction. They share years of accumulated knowledge, encourage us when things do not quite go to plan and genuinely invest in the success and development of their students and their horses.

What I have seen afresh is the vibrant community that surrounds our horses. It is a community filled with very real people doing their best — competitors, parents, coaches, judges, officials, volunteers,

breeders, owners and administrators — all contributing in different ways to a sport that means a great deal to them.

One of the great pleasures of this year has also been my involvement with Interschool. Spending time with our young athletes has been a wonderful reminder of the strength of the next generation of equestrians. Their enthusiasm, commitment, sportsmanship and willingness to support one another gives me enormous confidence in the future of our sport. Equally encouraging are the families, coaches, schools, officials and volunteers who surround them and help create those opportunities.



Equestrian sport is complex. We work with horses, we compete passionately, we rely heavily on volunteers and we operate within rules and systems that continue to evolve. Inevitably, there will be times when we disagree, when things do not work perfectly or when decisions disappoint us.

If there is one thing I would hope we could all bring to our sport, it is a little more tolerance for one another.

I hope we can assume, wherever possible, that people are acting with positive intent; that volunteers, officials, administrators, coaches and competitors are doing their best with the information and circumstances available to them. That does not mean we should not question, challenge or seek improvement — we absolutely should. But we can do those things respectfully and constructively.

I have been a member of Equestrian NSW since 2009, long before I had the privilege of serving the organisation as CEO. That personal connection to our sport and to our membership matters deeply to me. It is a genuine privilege to serve each of our members and to work on behalf of a community that has given me so much over many years. At its heart, our sport exists because people care enough to contribute.

My experiences this year have reminded me of how fortunate we are to be surrounded by people who continue to give their time, expertise and energy to equestrian sport in NSW.

To everyone who has contributed during the year — thank you. I look forward to continuing to work together to make our sport stronger, more welcoming and better for everyone involved.

Vireena



PART 1

ENSW 2025–2030 Strategic Plan

Progress Report

Building on a Clear Pathway to 2030

The 2025–2030 Equestrian NSW Strategic Plan continues to provide a clear framework for the organisation's priorities, investment and decision-making.

Following the development and launch of the Plan, the focus during 2025–26 shifted firmly towards implementation. Across each of the six strategic priorities, Equestrian NSW has progressed initiatives designed to strengthen the foundations of the sport, support those who deliver it, broaden participation opportunities, advocate for appropriate facilities and ensure the interests of the NSW equestrian community are represented.

The six priorities remain:

Social Licence

Engaged and Supported Officials

Active and Connected Clubs & Disciplines

Inclusive Pathways for All

High-Quality, Fit-for-Purpose Facilities

A Strong, Respected Profile

Importantly, the Strategic Plan is not viewed as a stand-alone document. It increasingly informs the work of the Board, staff, committees and discipline partners and provides a common framework through which priorities and new opportunities can be assessed.



Social Licence

Ensuring that equestrian sport continues to demonstrate the highest standards of horse welfare remains fundamental to our social licence to operate.

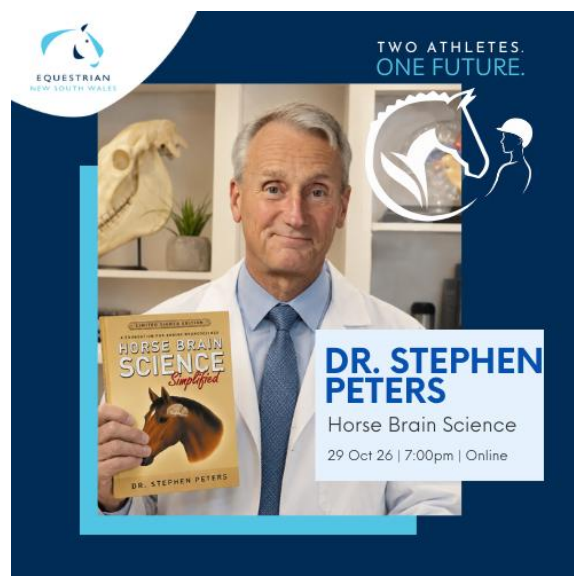
During the year, Equestrian NSW continued to place horse welfare, education and responsible participation at the centre of its activities. Welfare principles have been incorporated across education programs, events, committee discussions and communications, with an increasing focus on ensuring that members understand not only their obligations under the rules of the sport, but also the broader community expectations applying to the care and management of horses.

ENSW has continued to support accessible education for members, coaches, officials and clubs, including horse welfare education and the introduction of a dedicated Horse Welfare Webinar series. These initiatives are intended to provide members with practical, evidence-based information while encouraging thoughtful discussion about the evolving expectations surrounding equestrian sport.

The Strategic Plan also recognises that social licence extends beyond our own membership. Creating opportunities for the broader community to see responsible horse sport in action remains important.

Initiatives including Equestrian Experience Days, open participation activities and community-facing events have provided opportunities to introduce new audiences to horses and equestrian sport in a positive and welcoming environment.

This work will continue to evolve, with an increasing emphasis on education, transparency and demonstrating the strength of the relationship between horse welfare and good sport.



Engaged and Supported Officials

Without officials, we have no sport.

Officials remain essential to safe, fair and sustainable competition across NSW, and ENSW continues to recognise both the considerable expertise they bring and the significant voluntary contribution they make.

Financial support for officials' education has remained an important area of ENSW investment, both directly and through our discipline partners. Dressage NSW, Eventing NSW and Jumping NSW continue to deliver discipline-specific education, accreditation and professional development opportunities, supported through ENSW funding arrangements.

ENSW has also continued to work with committees and disciplines to expand online education opportunities and improve access to education for officials living in regional areas.

A significant further step has been taken for the 2026–27 membership year, with ENSW meeting the cost of membership, including the applicable Equestrian Australia administration and insurance components, for accredited NSW officials. This means eligible officials can maintain their Official membership at no personal cost. Equivalent support is available to officials who also compete.

This initiative recognises that accreditation and ongoing professional development require a substantial commitment of time and resources and seeks to remove unnecessary financial barriers for the people who give so much back to the sport.

Alongside officials, ENSW continues to support the development of accredited coaches through committee-led education, accreditation and professional development opportunities. The annual Coach Development Day remained an important opportunity for coaches to connect with contemporary practice, welfare expectations and athlete development.



Active and Connected Clubs & Disciplines

Strong clubs, committees and disciplines are fundamental to the health of equestrian sport in NSW.

Throughout the year, ENSW continued to work closely with its discipline partners and committees to improve communication, governance, planning and accountability.

Formal funding arrangements with the Olympic disciplines have provided greater clarity around the significant investment made by ENSW on behalf of members, while also establishing clearer expectations around strategic alignment, education, participation, events and reporting.

Governance capability has remained an important focus. ENSW has continued to provide committees with access to governance resources and systems, including the extension of the GovernRight platform to committees, while governance and strategic planning sessions have provided opportunities for Board and committee representatives to consider their responsibilities and how their work contributes to the broader Strategic Plan.

At club level, the Equestrian Experience Days initiative continued to provide a practical way for clubs to engage their local communities. More than 20 clubs have participated in or committed to the program, providing opportunities for people to experience equestrian activities in an accessible and welcoming environment.

ENSW has also continued to provide clubs with advice, resources, letters of support, education and assistance with governance, safety and facility development.

Affiliated clubs face many of the same pressures affecting volunteer sporting organisations across the State, including increasing costs, volunteer capacity and changing participation patterns. Supporting the sustainability of our existing clubs, while looking for new ways to connect community equestrian organisations with the broader ENSW network, will therefore remain an important focus.



Inclusive Pathways for All

One of the most significant areas of progress during the year has been the development of clearer equestrian pathways.

The Equestrian NSW Pathways Project, led by Pathways Development Officer Meg Baldock, progressed from research and consultation to the development of practical pathway models based on the Australian Institute of Sport FTEM framework.

The project recognises a unique characteristic of equestrian sport: development involves two athletes — horse and rider — and progression is rarely linear. Age, horse availability, financial capacity, geography and individual aspirations can all influence the pathway an athlete follows.

Consultation across disciplines helped ENSW develop a framework that better reflects these realities and considers participation from Foundation through Talent, Elite and Mastery stages.

The project also contributed to ENSW's involvement with the NSW Office of Sport Future Champions program, with two groups of 14 emerging junior athletes participating with the support of accredited EA coaches. This provides an opportunity to explore how broader athlete development principles can complement discipline-specific coaching and strengthen longer-term athlete pathways.

Meg completed her 12-month Pathways Development Officer contract in May 2026. ENSW sincerely thanks Meg for the significant body of work she undertook during the project, particularly her work in developing the FTEM-based framework, engaging with disciplines and establishing a stronger foundation for future athlete pathway development. We wish Meg every success in the next stage of her career.

The year also marked a period of change within ENSW's broader education portfolio. Our Education Manager, Jodie Miles, resigned in April 2026 after making an important contribution across officials and coach education, Interschool, the Amateur Equestrian program, major events and the development of new education initiatives. ENSW extends its sincere thanks for that contribution and wishes Jodie every success for the future.

Due to the financial pressures currently facing the organisation, the Education Manager position has not been replaced. Following completion of the Pathways Project, the Pathways Development Officer role also concluded as originally planned. This has required ENSW to reassess how education and pathway



initiatives are delivered, with staff, committees and discipline partners sharing responsibility for progressing priority activities within available resources.

Pathway development nevertheless remains an important strategic priority. The work completed through the Pathways Project provides ENSW with a framework that can continue to inform future initiatives across Para Equestrian, Interschool, coaching and other areas of the sport as resources allow.

Interschool remains one of ENSW's strongest participation and development pathways. The 2025 Australian Interschool Championships, hosted at SIEC 25 years after the Sydney 2000 Olympic Games, brought together 431 athletes and 499 horses across five days of competition. The event demonstrated not only the strength of junior equestrian sport, but also the extraordinary contribution made by families, schools, officials, volunteers and coaches in supporting the next generation.

ENSW continues to recognise that pathways are not solely about high performance. The objective is to create opportunities for participation and progression at every level — from someone experiencing equestrian sport for the first time through to athletes aspiring to national and international competition.

High-Quality, Fit-for-Purpose Facilities

Access to safe, appropriate and affordable equestrian facilities remains one of the most significant long-term challenges facing the sport.

ENSW has continued its advocacy for major facilities while supporting clubs and disciplines seeking to improve facilities within their own communities.

The Sydney International Equestrian Centre remains a strategically important asset for equestrian sport in NSW. ENSW is delighted to acknowledge the funding that the NSW Government has invested in the upgrade of Arenas 1 & 2 at SIEC and the impact that this has on the venue's long-term capacity to host community, State, national and international equestrian activities.

ENSW has also continued to advocate for the retention of important equestrian facilities



in Greater Sydney, including the Clarendon Dressage Grounds, recognising the increasing pressure on land available for horse sport in metropolitan areas.



At grassroots level, affiliated clubs continue to receive support in seeking external funding for infrastructure, safety and accessibility improvements. ENSW regularly provides letters of support and advice for grant applications and advocates for recognition of the particular infrastructure needs of equestrian organisations.

Long-term facility planning will continue to require collaboration with government, land managers, clubs and other equestrian organisations. It will also require the sport to explore new opportunities for bringing equestrian activities closer to the wider community.

A Strong, Respected Profile

ENSW continues to strengthen its role as the recognised representative body for equestrian sport in New South Wales and as an advocate for the interests of members, clubs, disciplines and the wider equestrian community.

The organisation maintains a strong working relationship with the NSW Office of Sport and continues to participate actively in State sporting forums, governance initiatives and strategic discussions.

ENSW has also continued to represent NSW interests nationally.

Throughout a period of significant change within Equestrian Australia, ENSW has worked collaboratively with other State Branches while advocating for transparency, effective systems and sustainable governance arrangements.

During the implementation of Equestrian Australia's national JustGo membership and administration platform, ENSW has actively raised operational concerns affecting members, clubs, officials and event organisers and has worked with other States and EA to seek improvements. ENSW's focus throughout has been ensuring that national systems support the safe and efficient administration of the sport.

At the same time, ENSW has continued to develop relationships beyond traditional equestrian structures. Discussions with Racing NSW and Team Thoroughbred NSW have explored opportunities for greater collaboration in education, coaching, participation, retired racehorse initiatives and community engagement.

Major events, including the NSW State Interschool Championships, Australian Interschool Championships, Equestrian NSW Awards Night and Members' Day, have also provided opportunities to celebrate our members and showcase the breadth of equestrian sport.

Strong relationships with government, sporting organisations, sponsors and industry partners will remain increasingly important as ENSW works to build the profile, reach and influence of equestrian sport across NSW.

Looking Ahead

The second year of the 2025–2030 Strategic Plan has demonstrated an important transition from establishing strategic direction to delivering against it.

There is still significant work ahead. Equestrian sport continues to operate in a challenging environment shaped by increasing costs, changing participation patterns, pressure on volunteer capacity, competition for facilities and evolving community expectations regarding horse welfare.

ENSW itself has also had to respond to significant financial pressures. This has required careful decisions about staffing and expenditure and, in some areas, a different approach to how strategic initiatives are delivered. The organisation remains committed to progressing the Strategic Plan within a financially sustainable operating model.

These challenges reinforce, rather than diminish, the importance of having a clear strategic direction.

Over the coming year, Equestrian NSW will continue to focus its available resources on practical initiatives that support members, officials, coaches, clubs and disciplines while strengthening the long-term sustainability of the sport.

Our direction remains clear: to ensure that equestrian sport in New South Wales is welcoming, well governed, sustainable and respected, with strong clubs and disciplines, supported officials and volunteers, appropriate facilities, clear pathways and the welfare of the horse firmly at its centre.

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.

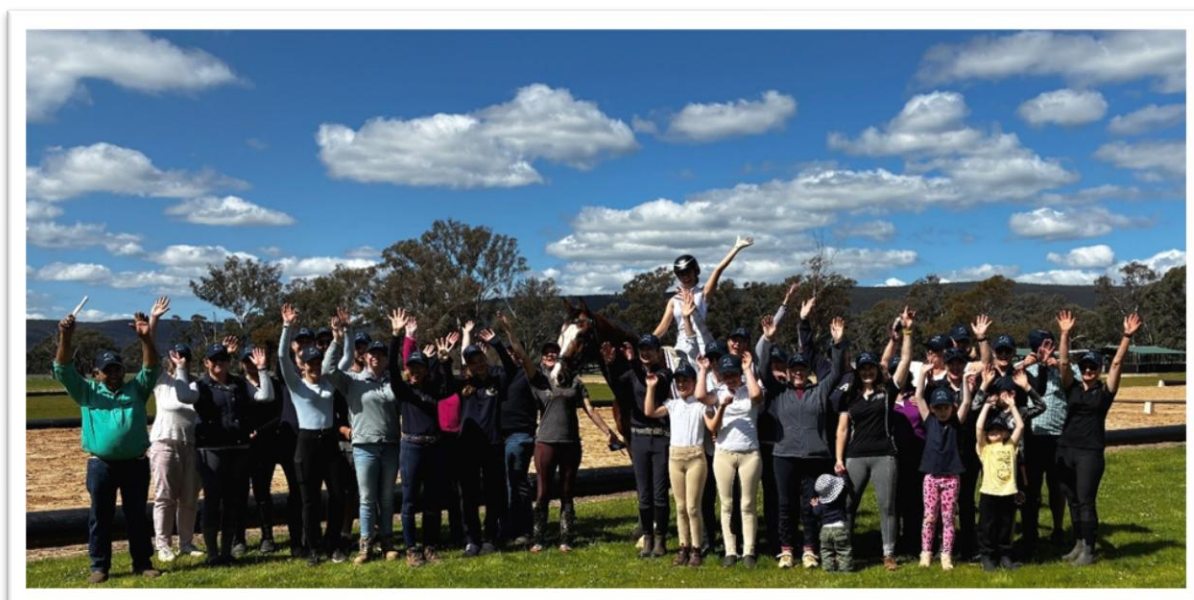
The following are reports on the activities of these committees throughout the past year.

Amateur Equestrian Committee

Committee Members: Brooke Somers, Jillian Haggerty, Madeleine McDonogh, Mikala Spark, Natalie Harvell, Rachel Ratini - Chair

The Equestrian NSW Amateur Equestrian Committee (AEC) has had another productive year focused on the needs of amateur riders, who represent the majority of ENSW members. The Committee continues to be fortunate to include members representing multiple equestrian disciplines and regions across NSW, providing depth of perspective across the sport.

This year the Committee acknowledged the leadership of outgoing Chair Natalie Harvell, whose stewardship guided the Committee through the delivery of the Equestrian Experience Days program and the strategic groundwork on which this year's initiatives have been built. New leadership was confirmed in early 2026, and the Committee has focused on translating the priorities identified through last year's member survey into practical, on-the-ground programs that amateur riders can see and feel.



Building on the Member Survey

The 2024 member survey - which attracted more than 680 responses - remains the strategic reference point for the Committee's work. This year's priorities have been designed as direct responses to the strongest themes in that data: the desire for a more inclusive environment, greater support for non-professional riders, and more community-focused activity where riders feel welcome regardless of competition level. The Amateur Riders Representative Program and the new ENSW Amateur Community online group described below are the practical expression of those themes.

Amateur Riders Representative Program

The Committee's flagship initiative for the year has been the design and launch of a Volunteer Amateur Riders Representative Program - a network of amateur, newcomer and returning riders who act as friendly, visible points of contact at events and online.

The role is deliberately about culture rather than administration. Riders Reps are riders themselves who help other participants feel welcomed, informed and supported to keep coming back to the sport. The program has been scoped realistically for volunteer capacity, with a regional and discipline-based model rather than event-by-event coverage, so that the people who take on the role can sustain it.

The Committee developed the Program through structured consultation and enriched its design with input from experienced club representatives who have already built this kind of culture in their own communities. A friendly, one-page description of the role was developed for use in recruitment and promotion, and the Program was formally launched at ENSW Members Day at SIEC on 1 August 2026, with promotion through the ENSW member newsletter and social channels. Expressions of interest are now open.

ENSW Amateur Community

To underpin the Riders Representative Program and provide an ongoing hub for amateur riders across NSW, the Committee established the ENSW Amateur Community online group in partnership with Equestrian NSW. The community has been designed to be actively guided from the outset, with a positive tone, structured content, and clear standards for participation. It is intended to be a place where amateur riders can ask questions, share experiences, and connect with Riders Reps between events - particularly for members who are not currently competing on weekends but want to stay engaged with the sport.



Equestrian Experience Days - Transition to ENSW Delivery

The Equestrian Experience Days program - developed by the Committee in prior years with funding through the NSW Office of Sport Participation Grant - has this year been successfully operationalised within Equestrian NSW. This transition means the program can continue to grow with dedicated staff support, and it has freed Committee capacity to focus on the new strategic initiatives described above. The Committee remains engaged in the strategic direction of Experience Days and continues to support their promotion at the amateur rider community level.

Members Day — 1 August 2026

The Committee contributed to ENSW Members Day at SIEC, using the day as both the launch of the Amateur Riders Representative Program and an opportunity to gather rider feedback for future events. Participant reflections - practical, generous, and honest - were captured on the day and have been shared with SIEC and Equestrian NSW to inform how future Members Days can be even more accessible for riders who are new to the venue.



Advocacy and Collaboration

The Committee continues to identify issues impacting amateur riders and to raise them with other ENSW discipline committees to encourage equitable opportunities for all rider categories. Representation at the ENSW Combined Committees Forum remained a key mechanism for this work, and the Committee has this year nominated a member to a new ENSW cross-committee working group focused on collaboration across events.

Future Directions

Building on this year's work, the Committee will focus on the following priorities for 2026–27:

1. Recruit, onboard, and support the first cohort of Amateur Riders Representatives, and establish a rhythm of quarterly check-ins so the program grows in a way that is genuinely rider-led.
2. Grow the ENSW Amateur Community as an active, welcoming online hub, with regular content that supports amateur riders through the season.
3. Continue engagement with amateur riders to widen the pathway into amateur competition.
4. Build on the Members Day format, applying the participant feedback captured this year to make future days even more accessible for riders new to SIEC.
5. Continue advocacy through the Combined Committees Forum and the new cross-committee working group, with a particular focus on entry pathways and amateur divisions.
6. Support Equestrian NSW in recognising Amateur Riders Representatives and supporting clubs through future Annual Awards Night categories.
7. Maintain alignment with the national FTEM framework (Foundation, Talent, Elite, Mastery) in the design of amateur pathways.

The Amateur Equestrian Committee has spent this year translating listening into action - taking what amateur riders told us in 2024 and turning it into the practical, on-the-ground initiatives that riders can now see and feel. The Riders Representative Program, the ENSW Amateur Community, the successful transition of the Experience Days program to ENSW delivery, and the Committee's continuing advocacy work together represent a strong platform for the year ahead. The Committee thanks Equestrian NSW, guest contributors, and the wider amateur riding community for the enthusiasm and generosity that make this work possible.

Rachel Ratini — AEC Chair



Coaching Committee

Committee Members: Ben Netterfield, Camilla Mowbray, Jess Somerfield, Kristen Closson, Liz Mudd, Rachael Downs, Sarah Venamore – Chair, Sharmayne Spencer

The Equestrian NSW Coaching Committee continued to support the implementation of the Equestrian Australia coaching pathway throughout NSW. Our focus remained on providing education, professional development, recognition and support for accredited coaches, Coach Educators and trainee coaches across the state.

The committee delivered online programs such as **“The Coach’s Hour”**, with sessions covering coach wellbeing, business and record keeping, mentoring, career direction and performance coaching. Our **“Discipline in Focus”** program included an online Show Horse webinar exploring presentation from a Show Horse perspective. These online initiatives were complemented by the 2026 Coach Development Day, which was a great success and provided practical education, networking and opportunities for coaches to exchange ideas.

A major achievement was the delivery of the **Coach Educator (CE) Upgrade Day** at Hawkesbury in May, followed by the **Skills Specific Training Assessor (SSTA) Upgrade Day** at SIEC in June. These activities supported the development of new assessors and promoted greater consistency, fairness and quality throughout the EA coaching pathway.

The committee also continued its Coach of the Month initiative, recognising and promoting the valuable contribution of accredited coaches throughout NSW. Jess Somerfield won the September 2025 award and Craig Barrett won the February 2026 award.

We culminated the Coaching Awards at the NSW EA Awards with: Lifetime Achievement for Coaching – Vicki Roycroft, Service to Community Coaching – Fiona Hughes, Dedication and Enthusiasm to Coaching Community – Jazmin Osbourne, Outstanding Achievement in Coaching – Deon Stokes.

Reaching coaches across a geographically large state and delivering an ambitious program through a largely volunteer committee remain ongoing challenges. In the year ahead, we will continue to strengthen regional and online professional development, expand mentoring opportunities, support Coach Educators and SSTAs, and improve communication with coaches.



Feedback gathered from coaches identified a strong interest in more face-to-face mentoring, practical Coach Development Days, regional support and improved online resources. Coaches also requested education in areas such as communication, horse and rider welfare, lungeing, para and Virtus coaching, and participation pathways.

We welcome suggestions from the NSW coaching community. Coaches and trainees are encouraged to contact the committee through the **Equestrian NSW Coaching Committee Facebook page** or by emailing **Coaching at Equestrian NSW**, coaching@ensw.org.au, with ideas for future topics, programs and professional development opportunities

Sarah Venamore – Coaching Committee Chair

Dressage NSW

President's Message

Dressage NSW started the year with a new enthusiastic committee, along with organising the Super Weekend, Sydney CDI and NSW Dressage Championships the committee has been developing new strategies to enhance and further develop the sport of Dressage in NSW. These strategies are centred around cultural change, communication/marketing/PR, financial management and sport/competition development. These strategies will bring positive change to how the Dressage community in NSW is supported.

Dressage NSW would like to thank the riders, volunteers, officials, sponsors, partners, owners, Equestrian NSW and Equestrian Australia along with everyone's family and friends who have participated or contributed to the sport. Dressage is Alive in NSW and we will be kicking goal's in the next 12 months.

Membership and Clubs

Dressage NSW supports approximately 365 members across 43 affiliated clubs.

Events

- Super Seminar and Competition Weekend held on 7 and 8 February
- Sydney CDI, 29 April to 4 May, including the Judges' Workshop

- 2026 NSW Dressage Championships, 27–30 August, Sydney International Equestrian Centre



DNSW State Championships Preliminary Pony. Credit: Rodney's Photography

Judges' Education and Development

A Super Seminar weekend with judge educators from Tasmania and South Australia drew 80 judges in person from across NSW and 125 on Zoom, with overwhelmingly positive feedback. At Sydney CDI, FEI 4/5* judge Christof Umbach (Luxembourg) led a Judges' Workshop for 40 judges, alongside Young Horse and Freestyle seminars. At Hawkesbury, more than 50 judges worked over 450 hours and 20 completed upgrade requirements. Regional and online seminars included A Night with Nell, G and E/F seminars at Jindera Equestrian at Albury, ACTDA in Canberra and Byalee at Cessnock and the “Architects of the Arena” online mentoring workshop.

Upgrades: two A, one B, one D, two G and one new mentor. Three judges are progressing towards judge educator level and three towards FEI. **Advocacy:** the national mileage rate rose to 88c/km (cap \$450), and a pathway for non-riding judges is being developed. From 1 January 2027 NSW introduces judge upgrade honoraria of \$20–\$30/hour, with a \$100 minimum payment.

DRESSAGE

Judge Seminar

LEARN • OBSERVE • DEVELOP

Enhance your knowledge. Build your confidence. Support the future of dressage.

THEORY SESSION
ONLINE VIA ZOOM
Monday 21st September
7:00pm

An interactive online theory session to build your knowledge and understanding of the rules and judging principles.
Seminar with Nell Marshman

PRACTICAL SESSION
AT ACT DRESSAGE EVENT
Saturday 26th September
Equestrian Park, Cotter Road, Weston, ACT

Practical judging session at the official ACT Dressage Event. Observe, learn and apply your theory knowledge in practice.
Seminar with Nell Marshman

SHADOW JUDGING & SIT IN OPPORTUNITIES
AT THE OFFICIAL EVENT
Sunday 27th September
Equestrian Park, Cotter Road, Weston, ACT

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Seminar with Nell Marshman

WHO IS IT FOR?
Aspiring and current judges at all levels seeking to develop their knowledge and experience.

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VENUE
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Sponsorship and Partnerships

The DNSW Committee are currently redeveloping our partnership model to encourage investment in Dressage in NSW whether as a major event partner or assisting with the delivery of courses and training for our officials and volunteers. Our sponsors for the various events we have held are growing and we have offered varied opportunities for our sponsors to promote their businesses to the Dressage public.

Squads

Commenced in 2026, the Dressage NSW Squad Program established the Silver, White and Blue squads to provide a structured, merit-based pathway for rider development and recognition across the state. The program delivered several successful squad clinics throughout the year in both Sydney and Canberra, offering targeted coaching, education, and performance support. In addition, pre-Championship protocol sessions were held prior to the State Championships, enabling athletes to refine competition readiness and strengthen horse-rider partnerships. The initiative has fostered a cohesive, high-performance culture and continues to build depth and capability within the NSW dressage community.



Dressage NSW Committee



Eventing NSW

The 2025–26 year again demonstrated the depth and resilience of Eventing in New South Wales, with a strong calendar of competitions, continued investment in rider and official development, and the enormous contribution of clubs and volunteers across the State.

Eventing NSW works with its affiliated clubs to support competition from introductory levels through to international FEI competition. Its role extends well beyond the competition calendar, including support for cross-country course development, education of officials, training opportunities for riders, junior development, safety initiatives and representation of NSW Eventing at State and national level.

A Strong and Diverse Competition Calendar

One of the strengths of Eventing in NSW continues to be the breadth of competition available to riders. Events are conducted across metropolitan, regional and rural NSW, providing pathways from introductory classes through EvA levels and into international competition.

The 2025–26 season included competitions conducted by clubs and organising committees at venues including Sydney International Equestrian Centre, Tamworth, Camden, Albury, Quirindi, Harden and other regional centres. The calendar reflects the important balance between grassroots competition and the international events required to support Australia's high-performance pathway. The 2026 calendar alone included Sydney, Canberra, Tamworth, Albury, Equestriad at Camden, Quirindi, Harden and Denman during the first half of the year.

A highlight of the year was the **Limitless Lodge Sydney International Three-Day Event**, held at Sydney

International Equestrian Centre in November 2025. One of Australia's major eventing competitions, the event again provided international classes from CCI2*-L through to CCI4*-L together with classes catering for developing combinations from 65cm upwards. The ability to present international and grassroots competition at the same venue is an important feature of the NSW eventing pathway, giving developing riders the opportunity to compete alongside some of Australia's leading athletes.

The **Wallaby Hill Young Horse Festival and CCN-S**, held in December 2025, also provided an important addition to the NSW calendar. The event brought a particular focus to the identification and development of young event horses while maintaining an open competition program. The Festival is



Oliver Barrett winner of 4*L Syd 3DE. Credit: Elegant Exposure

intended to create a pathway that recognises horses with the attributes to progress through the sport and provides another point of connection between riders, owners, breeders and the broader equestrian industry.

Regional events remained equally important. **Tamworth International Eventing** continued its long association with the Australian Equine and Livestock Events Centre, conducting its March 2026 international competition across classes from introductory 50cm level through to CCI4*-S. The venue has hosted Tamworth International Eventing for more than a decade and continues to provide competitors in northern NSW and beyond with access to high-quality competition without the need to travel to Sydney.



Winner of 2* 6/7 young event horse at Wallaby Hill. Credit: Elegant Exposures

These larger events sit alongside the many club competitions that form the backbone of the sport. More than 20 clubs are affiliated with Eventing in NSW, with many also providing training days, clinics and unofficial activities that introduce new riders to eventing and give established combinations opportunities to develop their skills.

The continued delivery of this calendar should not be underestimated. Eventing is resource-intensive, requiring appropriately prepared cross-country courses, experienced officials, veterinary and medical

support, scorers, jump judges, stewards and large volunteer teams. Eventing NSW sincerely acknowledges the organising committees and volunteers whose commitment enables these events to continue.

Supporting the Next Generation

Developing young riders remains an important priority for Eventing NSW.

The Eventing NSW Performance Pathway Program provides group training opportunities across NSW, with clinics traditionally delivered in areas including Sydney, the Central West, New England and the Southern Highlands or Albury-Wodonga region. Training encompasses dressage, jumping and cross-country, with an emphasis on building safe, competent horse-and-rider combinations rather than simply progressing riders rapidly through competition levels.

This philosophy is particularly important in Eventing, where long-term development depends upon riders establishing sound technical skills, understanding horse management and building confidence across all three phases.

Eventing NSW also supports junior teams and recognises emerging combinations through annual awards and performance pathways. These programs help bridge the gap between club participation, State competition and ultimately national and international competition.

The strength of the junior pathway is reflected in the number of young NSW riders who continue to progress through the sport. Their development is made possible not only by coaches and families, but by the clubs, officials and volunteers who provide the competitive environment in which they can gain experience.



Wallaby Hill Super Clinic with Nathan – the team vet. Credit: Elegant Exposures

Officials, Volunteers and Education

Eventing relies perhaps more than any other equestrian discipline on a large and skilled volunteer workforce. Every competition requires significant numbers of people working behind the scenes and on the field, from technical delegates and course designers through to cross-country jump judges, dressage writers, scorers, stewards and organising committee members.

Eventing NSW therefore continues to place a high priority on officials' education and development. Its responsibilities include supporting seminars for Technical Delegates, Course Designers and event organisers, encouraging members to take up official roles and providing ongoing education and support.

Cross-country judging is another area where education is essential. The complexity of the rules and the importance of accurate decisions mean that well-trained jump judges and officials are fundamental both to fair competition and to safety.

Clubs themselves remain the lifeblood of Eventing NSW. They maintain venues, organise events and training days, raise funds, recruit volunteers and provide the local communities through which riders enter and remain in the sport. Eventing NSW thanks every club committee and volunteer who contributed during the year.

Safety and Horse Welfare

Safety remains central to the administration of Eventing.

Eventing NSW works within the Equestrian Australia and FEI frameworks while also supporting clubs in the practical delivery of safe competitions and training activities. Technical Delegate reporting, recording of falls and oversight of cross-country courses all contribute to the sport's national safety systems.

An important part of this work is also ensuring that riders can be introduced to fixed-obstacle jumping within an appropriate framework. Eventing NSW's Hunter Trial guidelines provide a structured pathway for lower-level and introductory activity, while maintaining appropriate technical and safety oversight. The approach recognises that well-managed introductory competition can provide riders with a safe transition into formal eventing.

Horse welfare remains inseparable from rider safety. Appropriate preparation, sound course design, competent riding, good officiating and a culture that places the horse first are fundamental to the sustainable future of the discipline.

Communication and the Eventing Community

The Eventer continues to occupy a special place within the NSW eventing community. Distributed digitally to Eventing NSW members and shared more broadly through social media, the publication provides competition information, calendars and stories from throughout the sport. The Eventer archive reflects not only competition results and major events, but the people, horses and clubs that make

Eventing in NSW a community. Eventing NSW would like to thank Alison Duthie for the countless hours that she devotes to preparing this comprehensive publication.

That sense of community remains one of Eventing NSW's greatest strengths.

The sport encompasses riders taking their first steps over cross-country fences, juniors developing their skills, amateur competitors balancing horses with work and family, and elite riders representing Australia internationally. They share the same venues, officials, clubs and volunteers, and that connection between grassroots and high-performance sport remains one of Eventing's defining characteristics.



Wallaby Hill Super Clinic, Presenter Nicola Wilson. Credit: Elegant Exposures

Looking Ahead

Eventing NSW enters the coming year with a continuing focus on sustainable clubs and events, safe competition, development of officials and volunteers, and pathways that allow riders and horses to progress through the sport.

Maintaining high-quality cross-country venues and supporting the significant costs involved in conducting Eventing will remain a challenge. Equally important will be attracting and educating the next generation of volunteers and officials, supporting regional competition and ensuring that introductory levels remain accessible.

Eventing NSW thanks Equestrian NSW for its ongoing support of the discipline, together with our affiliated clubs, organising committees, sponsors, officials, coaches, volunteers, riders, owners and families.

The strength of Eventing in NSW ultimately rests with these people. Their collective commitment continues to provide competition opportunities across the State, develop the next generation of riders and horses and ensure that NSW remains an important centre of Australian Eventing.

Simon Barton – President Eventing NSW



Oliver Barrett prize giving winner of 4*L Syd 3DE. Credit: Elegant Exposures

Interschool Committee

Committee Members: Emily Bowker, Imogen Thew, Karen Mackenzie-Smith (Chair), Stephanie Murphy, Verity Muscat

The Equestrian NSW Interschool Committee has enjoyed a productive year, introducing new initiatives to support young riders, strengthen the Interschool community and create opportunities for participation, education and competition.

A major focus has been ensuring that Interschool events provide a positive and memorable experience for all participants. The Committee contributed to the development of the schedules for the 2025 Horseland Australian Interschool Championships and the 2026 Horse Den NSW State Interschool Championships. Comprehensive entertainment programs were delivered at both events, providing opportunities for students to connect with fellow riders, develop friendships and enjoy the social aspects of equestrian sport.

The Committee continued to promote inclusivity, including the introduction of Para and Preparatory dressage tests at the 2025 ENSW Interschool Championships.



Several new initiatives were introduced during the year. The ENSW Interschool Awards were reintroduced to recognise the achievements of young riders, while a new sponsorship initiative was established to support EA-affiliated Interschool events. The Berry Interschools Championship was the first recipient of this support in October 2025, with sponsorship continuing for its 2026 event.

The introduction of Interschool Super Clinics provided additional opportunities for riders to learn from experienced coaches while building friendships and connections across the Interschool community. These were complemented by the NSW Team Camp, held at the Sydney International Equestrian Centre in August 2026, which combined quality coaching with a range of off-horse activities.

In Eventing, the Committee introduced the NSW Interschool Eventing Leaderboard, providing a structured means of recognising consistent performances and supporting the selection of combinations for the NSW Eventing Team.



Looking ahead to 2027

The Committee has developed an ambitious program for 2027, with a particular emphasis on expanding opportunities for young riders throughout NSW.

Plans include extending the Interschool Super Clinics into regional areas, introducing additional horsemanship education and strengthening relationships with Pony Club NSW, schools and the Department of Education.

The Committee will also continue to support affiliated Interschool events through sponsorship and practical resources, including the development of a guide to assist schools in organising safe and successful competitions.

An important longer-term objective is the development of an educational pathway that complements competition. Working with the ENSW Coaching Committee, the Committee aims to introduce learning opportunities covering horse management, safety, animal welfare, athlete wellbeing, nutrition, personal development and other important life skills. The intention is to encourage young riders to remain involved in equestrian sport, not only as competitors but also as future coaches, officials and volunteers.

The Committee will also seek feedback directly from Interschool members to ensure that future programs reflect their interests and needs.

The Interschool Committee remains committed to creating a welcoming, supportive and enjoyable environment for young equestrians. By combining competition with education, friendship and sportsmanship, the Committee is helping to build a strong foundation for lifelong participation in equestrian sport.

I sincerely thank my fellow Interschool Committee members for their enthusiasm, dedication and contribution throughout the year. Their commitment to providing meaningful opportunities for our youngest members is greatly appreciated.

Karen MacKenzie-Smith - Chair



Jumping NSW President's Report

It has been another busy and productive year for Jumping NSW, with the committee continuing to focus

on one central objective: supporting and strengthening jumping in NSW at every level, from grassroots competitors and local clubs through to our highest-level riders, officials and international competition.

Jumping NSW is a volunteer organisation, and the amount of work undertaken during the year reflects the commitment of a small group of people who care deeply about the sport. Our focus has been practical: supporting clubs, developing officials, providing opportunities for members, advocating for jumping and working collaboratively with Equestrian NSW and the Equestrian Australia Jumping Committee.

The year has also reinforced the importance of having a strong state body representing jumping. The sport continues to face increasing costs, a congested competition calendar, pressure on volunteers and officials, and the challenge of providing opportunities that are accessible to riders across the state.

Our aim has therefore remained to provide a broad and sustainable pathway: one that supports the rider competing at 80cm just as much as the rider preparing for a World Cup qualifier.

Governance and Committee

The Jumping NSW committee has continued to meet regularly throughout the year, generally by Zoom, with meetings focused on competition planning, member and club support, officials' education, governance, communications and liaison with Equestrian NSW.

A particular focus has been strengthening the organisation's administrative and governance processes. The Secretary role was reviewed and updated, with the position supported through funding from Equestrian NSW. A merit-based selection process was undertaken to appoint a new Secretary, reflecting the committee's commitment to ensuring that important administrative functions continue to be managed professionally and sustainably.

The committee remains overwhelmingly volunteer-driven. This contribution should not be underestimated. Running a state sporting organisation requires a considerable commitment of time



outside the committee room, with members regularly involved in communication, event planning, officials' education, member enquiries, advocacy and problem solving.

Jumping NSW thanks all committee members and volunteers for their contribution throughout the year.

Membership

Membership remains an important foundation of Jumping NSW.

The committee has continued to encourage members to renew and to demonstrate the value of belonging to the state jumping organisation. Membership provides an important connection between riders, clubs, officials and the broader sport, while also enabling Jumping NSW to advocate on behalf of jumping within the wider Equestrian NSW structure.

Importantly, Jumping NSW has deliberately sought to keep membership affordable. Membership fees have not been increased for a number of years, despite the substantial increase in the cost of almost everything associated with running and participating in equestrian sport.

Membership supports:

- assistance and advocacy for affiliated clubs
- development and training opportunities for officials
- member-only competitions and initiatives
- support for major events in NSW
- support for NSW World Cup qualifiers
- liaison with Equestrian NSW and the Equestrian Australia Jumping Committee; and
- a strong state voice for jumping.

Growing and retaining membership will remain an important priority for the coming year.



Competition and Event Support

Supporting a healthy and diverse competition calendar has remained a major focus.

Jumping NSW has continued to promote and support competitions ranging from grassroots and club events through to major FEI competitions. The organisation recognises that the strength of jumping depends on having opportunities available at every level.

During the year, significant events supported and promoted by Jumping NSW included the Autumn Classic, Winter Classic, NSW State Jumping Titles and the Sydney Summer Classic CSI-W.

The **Jumping NSW Autumn and Winter Classics** at Sydney International Equestrian Centre provided competition from 80cm through to 1.40m, reflecting the importance of offering a genuine progression through the sport rather than concentrating solely on elite competition.

The NSW State Jumping Titles remain an important feature of the calendar, providing riders with the opportunity to compete for state honours while also forming part of a significant period of competition at SIEC. Jumping NSW thanks Sydney Show Jumping Club for taking on the responsibility of hosting the State Titles in 2025, despite inclement weather and other challenges.

At the elite end of the sport, Jumping NSW continues to recognise the importance of supporting NSW World Cup qualifiers and FEI competition. These events provide opportunities for NSW riders to compete at the highest level without having to travel interstate or overseas.

The committee has also continued to advocate for a more coordinated and accessible competition calendar. The increasing number of major events, combined with agricultural show dates and FEI requirements, makes calendar coordination increasingly difficult. Jumping NSW believes that a strong calendar needs to balance major events with the needs of clubs and competitors at all levels.



*Photo
Credit: Amy
Sue Alston*

Officials Development

The development and support of jumping officials has been one of the strongest areas of activity during the year.

Without appropriately trained judges, course designers and stewards, the sport cannot function. Officials are essential to every competition, from the smallest local show to international competition.

Jumping NSW has supported and facilitated a significant program of officials' clinics across NSW. During the financial year, the organisation committed funding towards a range of clinics delivered by clubs and experienced officials, including clinics involving judges, course designers and other officials.

Clinics have been held or supported across different regions, including Central West, Sydney and the Valley and Rivers area. This regional approach is important because access to training should not depend on an official being located in metropolitan Sydney.

The committee has also worked closely with Equestrian NSW regarding officials' funding. Jumping NSW has sought to maximise the value of available funding while ensuring that clubs and officials have meaningful opportunities to participate.

The committee is particularly interested in developing support for newly accredited officials through a variety of means and will continue to investigate how best to facilitate this in 2026 and beyond.

Jumping NSW has also recognised that the pathway to becoming a senior or FEI official can be demanding, particularly for officials who have limited access to international professional development. An online FEI maintenance accreditation course was organised by Equestrian Australia and allowed FEI judges to remain accredited without having to travel overseas to participate in training.

The sport needs to ensure that the next generation of officials is not simply accredited, but supported as they gain the experience and confidence required to officiate effectively.

Rules and Education

The introduction of the 2026 Equestrian Australia Jumping Rules has provided an additional opportunity to continue a focus on officials' education.

The committee believes that rules education works best when it moves beyond simply reading a rulebook. Officials need opportunities to consider realistic situations, discuss possible interpretations and understand how rules should be applied consistently and fairly.

This practical approach to education will continue to be developed.

Club Support

Strong clubs are fundamental to a strong sport.

Jumping NSW has continued to work with affiliated clubs and to encourage clubs to provide opportunities for competitors and officials within their own regions.

The committee has supported clubs through officials' clinics, communication, promotion and engagement with broader Equestrian NSW initiatives.

There remains an opportunity to improve the uptake and visibility of club grants and other support programs. Jumping NSW will continue to encourage clubs to make use of available funding and resources rather than leaving opportunities unused.

The committee also recognises that clubs are increasingly reliant on a small number of volunteers. Supporting clubs therefore means more than providing financial assistance — it means helping them access officials, education, information and practical support.

Relationship with Equestrian NSW

Maintaining a constructive relationship with Equestrian NSW has been an important part of the year's work.

Jumping NSW has continued to liaise with ENSW on matters including funding, officials' education, membership, competition and the broader development of jumping.

The committee has also sought to ensure that the specific needs of jumping are represented within the wider equestrian community.

Jumping NSW also continues to engage with the Equestrian Australia Jumping Committee, ensuring that NSW jumping has a voice in discussions affecting the sport nationally.

Promotion and Communication

Improving communication with members and promoting the sport have continued to be priorities.

Jumping NSW has increased its communication around upcoming events, membership, clinics, awards, competitions and opportunities for riders and officials.

The organisation has also recognised the importance of improving its social media presence and presenting jumping in a more professional and engaging way.

There is considerable scope to better promote the achievements of NSW riders, clubs, officials and events. This is particularly important in a sport where a great deal of excellent work happens without receiving much public attention.

The committee has therefore considered the use of dedicated social media support to help build the profile of Jumping NSW and promote the sport more effectively.



Supporting Events and Pathways

Jumping NSW recognises the importance of events in providing a pathway for riders and in maintaining the profile of jumping in NSW.

These competitions connect different levels of the sport. Young riders can aspire to international competition, developing riders can progress through national classes, and established riders have opportunities to compete at the highest level.

A healthy jumping pathway requires all of these elements to work together.

Financial Sustainability

Jumping NSW continues to operate within the constraints of a volunteer sporting organisation.

The committee has sought to use available funds carefully and to direct expenditure towards initiatives that provide tangible benefits to members, clubs and officials.

Particular expenditure during the year has included support for clinics, event promotion, officials' education and development, and initiatives designed to strengthen the organisation.

Challenges Facing Jumping

While the year has produced many positive developments, there are significant challenges ahead.

The cost of competing continues to increase for riders, owners, clubs and organisers. At the same time, volunteers are being asked to do more, while the pool of experienced officials and event personnel remains limited.

The competition calendar is becoming increasingly congested, particularly at FEI level. Major events can compete for riders, officials, volunteers, sponsors and facilities.

Agricultural show dates also create additional constraints because many are determined outside the control of Equestrian Australia or Jumping NSW.

These challenges reinforce the importance of cooperation. No single organisation can solve them independently.

Jumping NSW will continue to advocate for a calendar that provides opportunities across the full spectrum of the sport and avoids unnecessary duplication wherever possible.



Looking Ahead — 2026–2027

The coming year provides an opportunity to build on the work already undertaken.

Our priorities will include:

1. Supporting clubs

Continuing to work with clubs and helping them access officials, training, grants and other resources.

2. Developing officials

Expanding opportunities for judges, course designers and stewards, with particular emphasis on regional access and mentoring newly accredited officials.

3. Growing membership

Demonstrating the value of JNSW membership and ensuring that membership remains accessible and relevant to competitors.

4. Supporting competition pathways

Promoting a strong calendar that caters for grassroots, junior, amateur, national and FEI competitors.

5. Supporting major events

Continuing to advocate for and promote major NSW competitions, including World Cup qualifiers and international events.

6. Improving communication

Building a stronger digital and social media presence and better promoting the achievements of NSW riders, officials and clubs.

7. Strengthening governance

Continuing to improve the organisation's administration, processes and sustainability.

Acknowledgements

Jumping NSW would like to thank Equestrian NSW for its ongoing support and funding, and the Equestrian Australia Jumping Committee for its continued engagement.

We thank the affiliated clubs, event organisers, officials, coaches, volunteers, riders, owners, sponsors and supporters who make jumping possible across NSW.

Most importantly, we acknowledge the many volunteers who give their time to the sport. From setting up arenas and building fences to judging, stewarding, scoring, organising entries and packing up at the end of an event, jumping relies on people who are willing to contribute.

The committee also thanks the members of Jumping NSW for their continued support.

Conclusion

The purpose of Jumping NSW is straightforward: **to support and strengthen jumping in NSW.**

That means supporting the club running its first competition just as much as the organiser delivering a World Cup qualifier. It means helping a newly accredited judge develop confidence, while also supporting

an experienced official towards international accreditation. It means providing opportunities for young riders, encouraging participation at grassroots level and ensuring that elite riders have a strong competition pathway.

There is still plenty to do.

But the progress made during the year demonstrates what can be achieved when clubs, officials, riders, volunteers and organisations work together.

Jumping NSW looks forward to continuing that work in the year ahead.

Jane Kibble

President - Jumping NSW



Para Equestrian Committee

Committee Members: Angela DeTullio, Felicity Weal – Chair, Heidi Ford , Jenny Carroll, Petra Hines, Rachael Frechette, Sue Cunningham

The Equestrian NSW Para Equestrian Committee has continued to support the development of Para Equestrian sport throughout NSW, with a focus on increasing participation, improving access to competition and education, and strengthening pathways for athletes of all abilities.

An important priority has been expanding opportunities for riders with disability to participate in equestrian sport, from grassroots involvement through to high-performance competition. The Committee has worked to promote the inclusion of Para, Virtus and Equability classes at events and encourage more clubs to provide opportunities for riders with disability. This includes supporting the integration of Para competitions alongside existing dressage events, helping to create a more inclusive and sustainable competition environment.

The Committee has also worked to improve the availability of competition and training opportunities across NSW.

Initiatives have included developing a more comprehensive calendar of Para events, encouraging clubs to offer Para classes, and supporting clinics and educational activities. Particular attention has been given to reducing the barriers faced by regional athletes, including travel costs, limited competition opportunities and access to suitable facilities.

Education and athlete development have remained important areas of focus. The Committee has supported the development of Para judges and stewards, including opportunities to expand Para-specific education for existing officials. It has also contributed to discussions concerning competition rules, classification and the introduction of new Para dressage tests.

Improving accessibility has been another priority. The Committee has progressed work on assessing the accessibility of equestrian venues and explored opportunities to provide suitable mounting ramps and other facilities that enable riders with disability to participate safely and confidently.



Looking towards the future, the Committee is exploring initiatives to strengthen athlete development pathways, including a potential rider and horse matching program. Access to suitable competition horses remains one of the greatest challenges for many Para athletes, and the proposed initiative aims to connect talented riders with horse owners and breeders who may be interested in supporting their development. Longer-term opportunities for international training and competition are also being considered, with the Brisbane 2032 Paralympic Games providing an important focus for future athlete development.

The Committee remains committed to ensuring that equestrian sport is accessible, welcoming and rewarding for people with disability. By supporting grassroots participation, developing officials, improving facilities and creating opportunities for talented athletes to progress, the Committee is helping to build a stronger future for Para Equestrian sport in NSW.

Equestrian NSW sincerely thanks the Committee members, coaches, officials, volunteers and clubs who continue to support Para Equestrian athletes. Their dedication and willingness to create opportunities make an important contribution to the growth and inclusivity of our sport.

Show Horse Committee

The 2025-2026 season has been an exceptionally productive and successful year for ENSW Show Horse. Throughout the year, our committee has remained focused on delivering quality events, supporting our members, promoting horse welfare, and creating opportunities for riders, owners, officials, and enthusiasts across New South Wales.

This season saw ENSW successfully conduct a busy and diverse competition calendar, including:

- 2025 BARE ENSW Horse of the Year
- 2026 ENSW Owner Rider Championships
- 2026 Autumn Show Horse Championships
- 2026 Junior Show Horse Championships and Training Day
- 2026 Bare Equestrian ENSW Horse of the Year



These events provided competitors with outstanding opportunities to showcase their horses, qualify for major championships, and engage in the sport at all levels. The continued success of our Leaderboard competition also encouraged participation throughout the year and rewarded the commitment of our members and competitors.

Committee Changes

This year also brought several changes to the ENSW Show Horse Committee.

We welcomed **Louise Ryan, Mark Kiddle and Emma Cox** to the committee and sincerely thank them for their contribution and commitment during their time with us. Due to personal circumstances, they were unable to complete their terms, and we extend our appreciation for the support they provided.

We are now delighted to welcome **Kelly Hull, Kristen Cowdroy and Georgie Batten** to the committee. They join our continuing committee members:

- Peta Daffurn
- Joanne Tyson
- Amity Durham
- Danielle Beattie

Together, this dedicated team brings a wealth of knowledge, enthusiasm, and passion for the future of show horse sport in New South Wales.



Leadership and Industry Initiatives

While delivering a successful event calendar remained our primary focus, this year also saw ENSW take a leadership role in several important industry initiatives.

Most notably, ENSW led the way in implementing and upholding the recently introduced animal welfare requirements relating to sensory hair. While these changes generated considerable discussion and presented challenges for competitors, officials, and organisers alike, our committee remained committed to ensuring the welfare of horses remained at the forefront of decision-making.

Although every effort was made to apply and manage these requirements fairly and consistently, the experience highlighted the need for clearer national processes, improved education, and greater consistency across all jurisdictions. We recognise there are lessons to be learned and opportunities for improvement, and we believe this work now needs to continue at a national level.

National Championships Tender

A significant milestone for ENSW this year was the submission of a tender to host the Equestrian Australia National Show Horse & Rider Championships.

This project required considerable planning and collaboration and reflects our confidence in New South Wales' capacity to deliver a world-class national championship. Hosting the National Championships would provide significant benefits to competitors, officials, sponsors, and the wider equestrian community, and we remain optimistic about the opportunities that may arise from this submission.



Development Program

One of the most exciting achievements of the year has been the development of the new NSW Show Horse Development Program.

The program has been designed to support riders and owners of all ages and experience levels by providing greater access to education, mentoring, skill development, and learning opportunities. The initiative reflects our commitment to strengthening participation pathways and ensuring members across New South Wales have opportunities to grow and develop within the sport.

The committee believes this program will play an important role in building the future of show horse competition and encouraging long-term participation across the discipline and we look forward to rolling this out at the end of this year.

Looking Ahead

The next twelve months promise to be among the busiest and most exciting in NSW Show Horse's history.

We are wanting to invest in our officials with Judges seminars in 2027 and working with the National Committee to promote the need for Show Horse Stewards.

Our proposed calendar includes five major NSW events, not including the possibility of hosting the EA National Show Horse & Rider Championships should our tender be successful.

We are particularly excited about the return of the **Southern Cross Show Horse Spectacular**, an event that has long held a special place within Australian show horse competition. The relaunch of Southern Cross represents a significant opportunity for NSW to further strengthen its event offering and attract competitors from across the country.

In addition, NSW continues to work collaboratively with other show horse organisations and stakeholders nationwide. Through these partnerships, we aim to create greater opportunities for competitors, improve consistency across the sport, and ensure the long-term success and sustainability of show horse competition in Australia.

Thank You



On behalf of the ENSW Show Horse Committee, I would like to sincerely thank our competitors, members, sponsors, volunteers, officials, judges, stewards, venue staff, and supporters who have contributed to another successful year.

The achievements of this season would not have been possible without the dedication and passion of so many individuals who continue to support our sport. We look forward to building on this momentum and delivering even greater opportunities for our members and the wider show horse community in the years ahead.

Danielle Beattie

Chairperson



Vaulting Committee

Committee Members

Gillian Burns, Karen Mitchell, Kerrie Stapleton, Louise Steinman, Nicole Mackey, Rebecca Higgins, Robyn Bruderer

The 2025–26 year was an exciting and productive period for equestrian vaulting in NSW and Australia, highlighted by strong international representation, successful competitions and renewed investment in grassroots development.

International representation and high performance



Ginger Kennett – Technical Test – World Championships

Australia was proudly represented at the World Championships in Aachen by the Nexus squad and Senior Female Individual vaulters Ginger Kennett and Bronagh Miskelly.

Preparing a squad of six vaulters and one reserve for international competition requires a commitment of two to four years, often involving athletes from different clubs, cities and states. The Nexus squad travelled to Europe for seven weeks of final preparation and secured a suitable European-based

competition horse. The squad delivered an outstanding performance and represented Australian vaulting with distinction.

Ginger and Bronagh also performed strongly, despite competing on horses with which they had limited preparation time.



Bronagh Miskelly – Technical Test – World Championships

High-performance development remains a national priority. With support and facilitation from VNSW, a new High Performance Subcommittee was established under the national discipline committee, the EAVC. This subcommittee has sponsored the development of the Equestrian Vaulting High Performance Team. The program is led by Dr Tristyn Lowe, an accomplished international vaulter who also served as Chef d'Équipe for the Australian contingent in Aachen. An Equestrian Australia High Performance Clinic was held in February 2026, with a second clinic planned for January 2027.

Events and competitions

During the reporting period, VNSW delivered:

- ENSW Interschool Championships – July 2025
- 27th Australian Vaulting Championships and CVI3* – October 2025

- Interschool Vaulting Clinic – April 2026
- VNSW State Championships – June 2026

NSW clubs and groups also delivered:

- Sydney Vaulting Group Christmas Competition – November 2025
- Great Southern CVI and Sydney Vaulting Group Competition – March 2026
- NEqC mini competitions throughout the year

These events provided important opportunities for vaulters to demonstrate their progress, gain competition experience and connect with the wider vaulting community.



Team Nexus – World Championships

Challenges and development priorities

Early this year, VNSW has identified rebuilding grassroots participation as a key priority. The disruption caused by COVID-19 reduced the number of preliminary and pre-novice vaulters progressing through the sport. In response, VNSW has developed a grassroots program focused on attracting new participants and volunteers.

Priorities for the coming year include:

- Growing participation at introductory and grassroots levels
- Strengthening support for clubs
- Expanding coach and official education
- Recruiting and retaining volunteers
- Supporting the training and development of suitable vaulting horses
- Continuing clear pathways from participation to high-performance competition

Vaulting remains an accessible entry point into equestrian sport. Participants do not need to own a horse, and training can be delivered in groups using one or two horses. This provides an important opportunity for participation as financial pressures across the equestrian community continue to increase.

VNSW thanks its dedicated committee members, clubs, coaches, officials, horse owners, volunteers, families and supporters for their valuable contribution throughout the year.

Gillian Burns

President – Vaulting NSW

Marketing & Communications Committee

Committee Members: Lisa Winn, Verity Muscat, Ellie Robinson

The Marketing and Communications Committee continued to strengthen Equestrian NSW's communications with members, affiliated clubs and the broader equestrian community throughout 2025–26.

A key focus was the development of a more consistent and professional approach to communications. This included the introduction of standardised communications templates to ensure a cohesive visual identity and consistent messaging across newsletters, member correspondence, social media and other communications.

The Committee also contributed to the development of communications plans supporting the annual membership renewal process. These plans focused on providing members with clear, timely information about membership categories, fees, benefits and renewal requirements, while reinforcing the value of Equestrian NSW membership.

Another important initiative was the utilisation of the new JustGo membership platform to improve direct communication with members. This included establishing monthly member newsletters through the platform, providing a regular and accessible source of information about upcoming events, member opportunities, education programs and organisational news.

The Committee's work has supported greater consistency, improved communication planning and more effective engagement with members across the state.

Equestrian NSW sincerely thanks the Committee members for their enthusiasm, expertise and commitment to strengthening our connection with the equestrian community.



Equestrian NSW Finance, Audit & Risk Management Committee

Committee Members: Alison Mclean, Jillian Haggerty, Annyka Overton, Melissa Gillies, Kaye Spence, Tony Harris, Ellie Robinson

The Finance, Audit and Risk Management (FARM) Committee continued to provide oversight and advice to the Equestrian NSW Board throughout 2025–26, supporting sound financial management, effective governance and responsible risk management.

A significant focus during the year was ENSW's financial sustainability. The Committee regularly reviewed financial performance, membership trends, cash flow and forecasts, particularly in response to declining membership and increasing costs across the sport. It also played an important role in reviewing the 2026–27 budget and proposed changes to membership fees, competition licences and discipline funding, with an emphasis on transparency, fairness and the equitable allocation of resources.

Risk management remained a priority, including oversight of health and safety systems, horse welfare, member and official protection, and business continuity. The Committee monitored the implementation of the Safe365 safety management system and supported ongoing improvements to ENSW's risk management framework. The operational and financial risks associated with the transition to the national JustGo membership system were also closely monitored.

The Committee also contributed to the review of governance policies, including Codes of Conduct and financial delegations, and considered issues relating to Board nominations, organisational sustainability and the management of key resources.

Equestrian NSW sincerely thanks the Committee members for their expertise, diligence and commitment throughout the year. Their considered advice and independent oversight make an important contribution to the responsible management and long-term sustainability of our organisation.



PART 3 - MEMBERSHIP & FINANCIALS

Membership

Membership in 2025–26 was 7,658, representing a significant decline of over 1,000 members compared with the previous year. This followed several years of steady membership growth after the easing of COVID-19 restrictions.

Member feedback indicated that rising cost-of-living pressures were affecting participation in equestrian sport, with some members reducing their involvement in competitions and, consequently, reconsidering the level or continuation of their membership. Members also identified the substantial increase in membership fees as a factor in their decision not to renew.

Club and affiliate membership also declined during the year, with the most significant reductions occurring among breed societies and agricultural show societies.

Member Type	FY19	FY20	FY21	FY22	FY23	FY24	FY25	F26
Competitor Senior	3234	3350	3228	3212	3470	3695	3365	2276
Competitor Junior	2053	2255	2109	2281	2193	2066	1835	1410
Participant Senior	2015	2244	2110	2138	2070	2478	2338	1692
Recreational Senior								1152
Recreational Junior								393
Supporter - Official	265	228	228	210	210	236	243	202
Supporter - Owner/Other	348	353	364	336	336	394	383	312
Life/ Hon Life Members	50	50	50	50	50	59	59	59
Affiliate - Commercial/ sport	33	29	29	30	30	32	28	19
Affiliate - School	9	4	4	5	5	7	6	3
Affiliate - Show Society	74	44	59	41	39	41	37	18
Clubs	127	125	134	121	125	135	135	113
Total	8208	8682	8315	8424	8528	9155	8766	7658

Figure 1 Membership Numbers by Category - 2019-2026

Equestrian NSW is actively engaging with Ag Shows NSW to explore opportunities for closer collaboration, with a focus on strengthening relationships, supporting participation and identifying ways the two organisations can work together to better serve the equestrian community.

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 throughout the year and continuing in the new financial year.

We also deepened our support for accredited officials—who are the backbone of our sport—by offering fully subsidised 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.

Financial Summary

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

Financial Result

In the 2025 Annual Report the following statements were made with regards to the ENSW Cash Reserve:

- *“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.”*

The Board is pleased to advise that cash reserves were utilised in line with budget to fund strategic initiatives in excess of income resulting in an end of Financial Year Result of -\$215,000k. This includes re-investment of \$97,000 of discipline committee account funds into discipline programs and \$118,000 into strategic plan initiatives.

Retained Earnings

Retained earnings at the end of the 2025–26 financial year were \$1,478,394, a reduction of \$214,863 compared with 2024–25.

Retained earnings exclude recognised liabilities, including amounts held in the Olivia Inglis Fund and membership income received prior to 30 June that relates to the 2026–27 financial year.

Included within retained earnings is \$379,579 generated by Equestrian NSW discipline sub-committees and held for their future activities. While these amounts are not recognised as liabilities, they are not considered part of Equestrian NSW’s general operating reserve.

Excluding these discipline sub-committee funds, retained earnings attributable to Equestrian NSW’s general operations were \$1,098,815 at 30 June 2026. The Board’s cash reserve target of \$1 million applies to these general operating funds, meaning Equestrian NSW finished the year 10%, above the Board’s reserve benchmark.

JustGo system implementation – financial statements impact

On 1 August 2025, Equestrian Australia replaced the Nominate membership system with JustGo. The introduction of JustGo changed the way membership fees and levies are collected and distributed between Equestrian Australia and the State Branches.

Under the previous system, members paid the full amount of their membership fees to Equestrian NSW (ENSW). ENSW then remitted the Equestrian Australia administration levy and insurance fees to Equestrian Australia. Under JustGo, these amounts are separated at the point of payment. Equestrian Australia now receives its administration and insurance fees directly through the system, while ENSW receives the State component of the membership fee.

As JustGo was introduced part-way through the 2025–26 financial year, the change in collection arrangements applied to only part of the year's membership transactions.

The changeover will be 100% in the 2026–27 financial year, as all membership fees will be processed through JustGo under the new collection arrangement. As a result, both reported income and expenditure will be materially lower than in years prior to the introduction of JustGo.

Importantly, these reductions largely reflect a change in the way membership funds are collected and reported, rather than an equivalent reduction in ENSW's underlying operations or financial position. When comparing financial results between years, members should therefore be aware that the introduction of JustGo has created a significant structural change in the presentation of ENSW's revenue and expenditure.

Income – FY2025-26

Total income for ENSW for 2024-25 was \$3,023,042. This was an increase from \$2,778,960 the previous year primarily as a result of the increased fees and levies collected on behalf of Equestrian Australia in July & August.

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

- Equestrian NSW Income \$2,133,585 made up of Membership Income, Grants and Funding Income, interest and sundry income.
- Sub committee income totalled \$889,457 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

The 2025–26 membership fee structure reflected ENSW's commitment to limiting costs to members where possible. Key points for the year were:

- For 2025-26 the ENSW members fee was held steady for the second year in a row, in other words a 0% increase.
- 100% of the fee increase for 2025-26 was via the Administration and Insurance Fees charged by Equestrian Australia.
- Officials were offered free Officials membership (or an equivalent discount) with EA Administration and Insurance Fees paid by ENSW for the entire year.
- Competition license fees for all disciplines remained unchanged for the year.

NSW Office of Sport (OOS) Grant

Equestrian NSW gratefully acknowledges the continued support of the NSW Office of Sport, whose funding assists ENSW to deliver key strategic initiatives that strengthen participation, governance, pathways, education and officiating across the sport.

In 2025–26:

- OOS funding was maintained at \$130,000 in F2025-26.
- OOS have confirmed that this funding level will be maintained for F2026-27
- 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 held in Term Deposits at the highest available interest rate. This resulted in interest received of \$42,180.

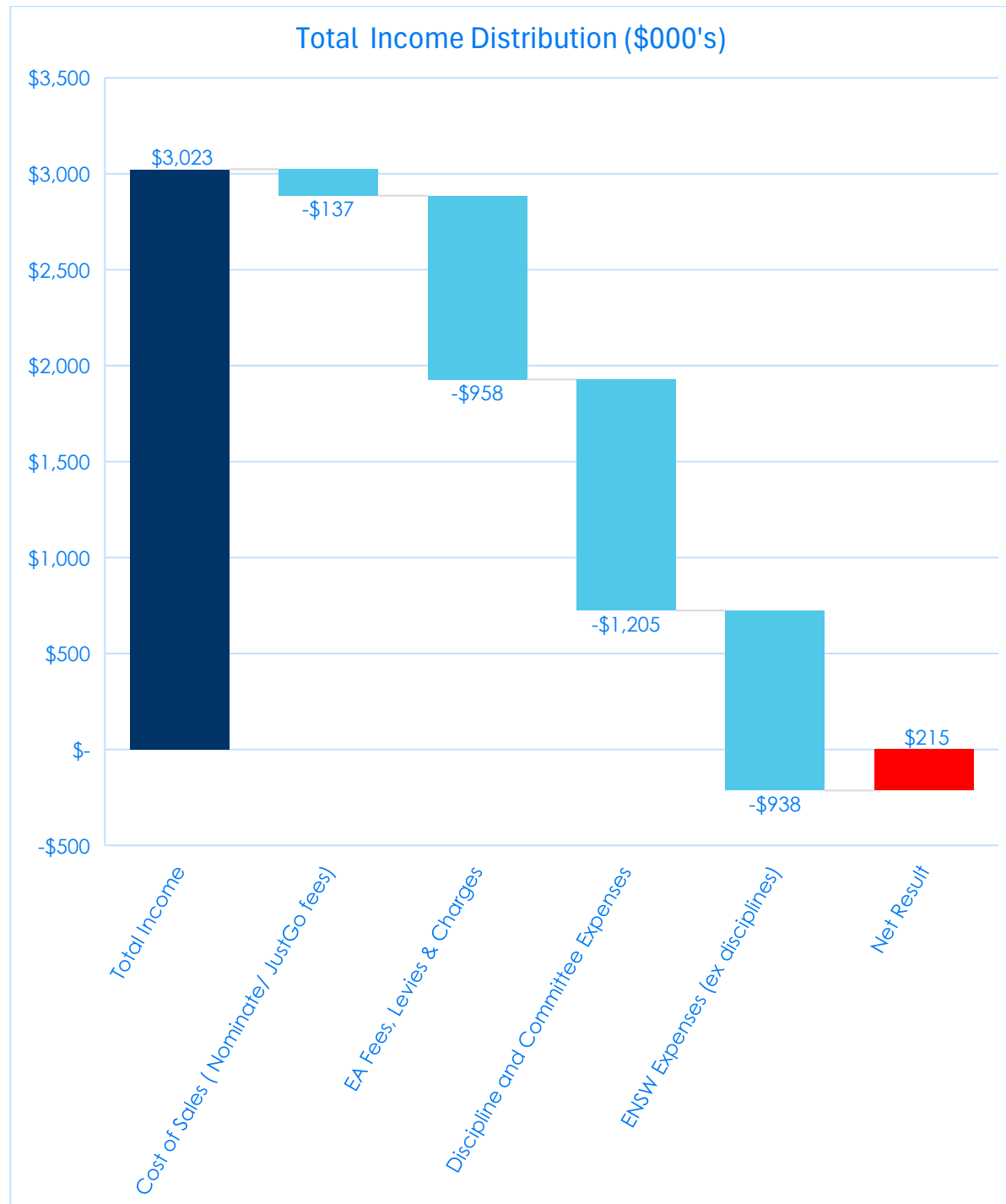
Discipline Sub Committee Income & Expenses

The Discipline Sub-Committees of Equestrian NSW (Interschool, Para Equestrian, Show Horse and Vaulting) generate and spend their own income through the events that they run. Income generated by the subcommittees was \$868k for the financial year and expenses totalled \$965k. There was a deliberate focus by the Sub-Committees to invest the funds that they had accumulated into their disciplines.

Discipline Subcommittees maintain their own bank accounts under Equestrian NSW to facilitate their activities with funds in these accounts utilised specifically for the activities of the discipline. This income is not available for general ENSW use. The discipline sub-committee accounts total \$379k as at the 30 June 2026.

Expenditure & Investment in the Sport

The waterfall chart illustrates how Equestrian NSW's 2025–26 income was applied across national fees and levies, delivery of the sport, and the operations required to support members, clubs, officials and committees across NSW.



Total ENSW income for 2025–26 was **\$3.023 million**.

Of this, **\$958,000**, approximately 30% of total income, was paid to Equestrian Australia in fees and levies, including insurance and administration charges. This comprised \$937,000 collected up to the

introduction of JustGo on 1 August, together with a further \$21,000 in administration and insurance levies relating to officials between September and June.

A further **\$137,000**, or approximately 4% of income, related predominantly to transaction and service fees associated with Nominate and JustGo.

This left approximately **\$1.928 million in net income available to ENSW** to support the delivery and administration of equestrian sport in NSW.

Delivering equestrian sport

Approximately 56% (\$1.205 million) of ENSW's net expenditure was directed to the delivery and support of equestrian disciplines and committee activities across NSW.

In considering this expenditure, it is important to recognise that the amounts recorded for individual disciplines are not directly comparable because of the different administrative structures operating in NSW. Dressage NSW, Eventing NSW and Jumping NSW are separately incorporated organisations and their own operating income and expenditure sit outside the ENSW accounts. The amount reported by ENSW therefore represents ENSW's direct financial support to these disciplines, rather than their total expenditure on the delivery of the sport.

By comparison, Interschool, Show Horse, Vaulting and Para-Equestrian operate within Equestrian NSW. Their event, competition and other operational income and expenditure are therefore recorded within the ENSW accounts and are offset by corresponding income from these activities. As a result, the expenditure shown for these committees represents a much greater proportion of the total cost of delivering their activities, rather than simply the financial support provided by ENSW.

On this basis, the \$1.205 million comprised:

- **\$353,000** in direct support for Dressage NSW, Eventing NSW and Jumping NSW, including \$57,000 for officials' education and \$207,000 in Major Event Support. This funding supplements the income generated and expenditure incurred directly by those separately incorporated discipline organisations.
- **\$837,000** expended through ENSW's own discipline and sport committees, principally Interschool, Show Horse, Vaulting and Para-Equestrian. As these disciplines operate within ENSW, this figure includes significant competition, event and program delivery expenditure that would otherwise sit within the accounts of a separate discipline organisation.
- Approximately **\$15,000** supporting other disciplines and activities, including Driving and Working Equitation.

Measuring participation and comparing the direct cost of individual disciplines is also not straightforward. Each operates under different rules, competition structures and participation arrangements, while many investments provide benefits across multiple disciplines.

For example, investment in Dressage officials' education supports not only Dressage competitions, but also Eventing, Interschool, Working Equitation, Pony Club and other equestrian activities that rely on

trained and accredited dressage judges. Similarly, the education and accreditation of Jumping officials supports Jumping, Eventing, Interschool, Pony Club and agricultural show competitions throughout NSW.

These shared benefits demonstrate the interconnected nature of equestrian sport and the importance of investing in the officials, volunteers, education, events and infrastructure that underpin safe and high-quality competition across all disciplines.

Operating Equestrian NSW

The remaining **44% of net expenditure, approximately \$938,000**, supported the operation of Equestrian NSW and the services provided across the sport.

The major areas of expenditure were:

- **\$600,000** in employment expenses;
- **\$98,000** in administration costs, including office expenses, computers, software licences and systems;
- **\$108,000** in professional services, including accounting, legal and governance costs;
- **\$49,000** in member events, direct member support and support for affiliated clubs; and
- **\$29,000** in coach education.

Together, these expenditures reflect ENSW's dual role: supporting the direct delivery of equestrian sport through its disciplines and committees, while also maintaining the membership, governance, education, communications, affiliation, registration and administrative services that support the broader equestrian community across New South Wales.

Equestrian NSW Staff



The 2025-26 ENSW Staff Team L-R Jodie Miles, Susie Burns, Vireena Peacock, Linda Skinner, Mia Mondon and Ebony Ramm

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 currently operates with a team of five part-time staff, including the CEO, representing a total of 4.0 full-time equivalent (FTE) positions. This is a reduction of 0.4 on last year following the resignation of the Education Manager, Jodie Miles. Despite its modest size, the team manages the full scope of operational and administrative responsibilities required to deliver services to over 7,600 members and 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, 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.

This year the staff have managed the transition of the membership database to JustGo where they have not only learnt the system themselves but also provided constant support to members and affiliated clubs as they navigate the new system.

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 ratios 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.

Conclusion

The 2025–26 year has demonstrated both the strength of equestrian sport in New South Wales and the resilience of the community that supports it.

Across every discipline and at every level, there has been much to celebrate — from outstanding performances by NSW athletes, to major State and national events, the continued development of officials and coaches, new participation initiatives and the extraordinary success of the 2025 Australian Interschool Championships at SIEC. Behind each of these achievements are volunteers, clubs, committees, officials, coaches, families, owners and supporters whose contribution makes our sport possible. 2025-26 Annual Report

It has also been a year of significant change. Membership pressures, increasing costs, changes to national systems and the financial realities facing sport have required Equestrian NSW to make careful decisions about where our resources are directed. At the same time, ENSW has continued to invest substantially in disciplines, committees, officials, education, events and the broader infrastructure that supports equestrian sport across the State. 2025-26 Annual Report 2025-26 Annual Report

Our 2025–2030 Strategic Plan provides a clear framework for navigating these challenges. Horse welfare and social licence, supported officials and volunteers, strong clubs and disciplines, inclusive pathways, appropriate facilities and a respected profile for our sport remain at the centre of our work. The past year has seen the Plan move firmly from strategy into implementation, while also highlighting the importance of delivering those priorities within a sustainable operating model. 2025-26 Annual Report

Perhaps the strongest message from this Annual Report is how interconnected our sport truly is. The investment made in one discipline frequently supports many others; the education of an official benefits competitions well beyond their own discipline; and the work of clubs, committees and volunteers creates opportunities extending from a rider's first involvement with horses through to national and international competition. Our future will depend on continuing to recognise those connections and working constructively across organisational and discipline boundaries.

As we look to 2026–27, there will undoubtedly be further challenges and change. Equestrian NSW will continue to focus on the things we can influence: listening to our members, supporting those who deliver the sport, advocating strongly for equestrian interests, managing our resources responsibly and ensuring that the welfare of the horse remains central to the decisions we make.

Thank you to every member, volunteer, official, coach, club, discipline, committee member, sponsor, partner, staff member and Board member who has contributed during the year. Equestrian sport in NSW is stronger because people continue to give their time, knowledge, energy and passion to it.

Together, our task is to ensure that the sport we care about remains welcoming, sustainable, safe and worthy of the horses at its centre — not only for today's participants, but for the generations who will follow.

