

EQUESTRIAN NSW INCORPORATED

ABN 17 157 619 696

ANNUAL REPORT

FOR THE YEAR ENDED

30 JUNE 2019

EQUESTRIAN NSW

Equestrian NSW was established in 1951 and incorporated in 1990.

We are a state branch of Equestrian Australia, which is the peak body for equestrian sports in Australia. The main function of Equestrian NSW and Equestrian Australia is to provide a structured and regulated framework for equestrian competitions with fair rules and regulations for competitors and to promote, develop and grow the sport. Our aim is to improve facilities and access to competitions and training throughout NSW. We are also here to encourage and promote equestrian sport, increase spectator levels, administer coach and official education and attract sponsorship funding.

Equestrian NSW is a non-profit organisation. It comprises individual members, affiliated clubs, constituents, coaches and officials. Membership throughout NSW exceeds 8,000, with more than 130 affiliated clubs offering Equestrian Australia competitions.

The vision of Equestrian NSW is to provide leadership for equestrian sport in NSW, promoting participation and the pursuit of excellence from the grass roots through to the elite levels of the sport, based on a foundation of fair and safe competition and the welfare of its human and equine athletes.

Equestrian NSW also maintains affiliations with relevant state government and non-government agencies such as the NSW Office of Sport, NSW Department of Education, NSW Department of Sport and Recreation and the NSW Institute of Sport.

Equestrian NSW embraces the following sports:

- Driving (an international sport)
- Dressage (an international and Olympic sport)
- Para Dressage (an international and Olympic sport)
- Eventing (an international and Olympic sport)
- Interschool (a national school sport)
- Show Horse (a national sport)
- Jumping (an international and Olympic sport)
- Vaulting (an international sport)

The Equestrian NSW office is situated on the grounds of the Sydney International Equestrian Centre at Horsley Park in Sydney.

CHIEF EXECUTIVE OFFICER'S REPORT

First up, I offer my sincere apologies to Members for the delay in staging the 2019 AGM. I was heavily involved in the coronial inquests into the deaths of Olivia Inglis and Caitlyn Fisher from June to October 2019. The external financial audit was subsequently delayed, we staged National Interschools, including the Jumping Teams League and Jumpoff, then bushfires, COVID-19 and the Equestrian Australia voluntary administration. NSW Fair Trading were informed and understanding, but all these issues should not have taken precedent over the basics of running a not-for-profit sporting organisation. Lesson learned.

2018-19 presented major challenges to our more than 8,300 Equestrian NSW Members. The ongoing drought ravaged rural communities and properties, making it really difficult to keep our horses fit and healthy and to stage events. Safety at competitions was a major focus, with significant improvements made following the tragic deaths of Olivia Inglis and Caitlyn Fisher in 2016. Assisting Equestrian Australia through the transition to its new Board and management team took away scarce resources needed in the day-to-day running of Equestrian NSW. And at the same time, the Equestrian NSW team was restructured, the finance function was contracted out and we migrated from MYOB to Xero.

Throughout this difficult time, the office team provided outstanding support to our Members and the Equestrian NSW Board, lead by Peter Dingwall, guided us down the often-rocky road back to stability.

Even with the drought and increasing costs, Membership remained stable. At year end we had 8,098 individual Members and 267 groups.

Equestrian NSW is often regarded as a competition driven organisation, but with nearly 2,000 Participant Members, across all disciplines, our services need to meet the needs of our recreational riders, who want value for money insurance and low-level competitions which are accessible, fun and affordable. More needs to be done and Equestrian NSW is committed to helping our grass roots riders into the sport and providing the environment for them to want to belong.

Income for 2018-19 was \$2,863k (+16%), with a deficit of \$98k, due mainly to Equestrian NSW absorbing a \$100k increase in Member insurance. The Board decided that with the drought and increasing costs, along with our strong cash reserves, it was not the time to increase Membership by more than CPI (2%). Equity was \$710k (-11.5%) and cash reserves were \$1,563k (-5.6%) including \$139k raised through the Australian Sports Foundation for the Olivia Inglis and Para Equestrian projects.

Sadly, our highly respected Finance Manager, Nichole Knox, resigned with serious health issues. In response, we took the opportunity to restructure the team, with Tina Mougios being recruited into the new role of Operation and Integrity Manager. Tina oversees the office and finance functions, which is now performed by Sports Accounting. Her role was recently expanded to include Integrity, guiding Members through the member protection and complaints processes.

The migration from MYOB to Xero, completed in November 2018, was a revelation. Transaction processing is now more straightforward and the reporting, from day-to-day up to Board level, is flexible and focused.

With our strong financial position, Equestrian NSW was able to invest more than \$332k (-1.8%) with our NSW Discipline Councils and Committees, who delivered programs across Administration, Swabbing, Officials Education, Major Event Support, High Performance and Club Development.

NSW athletes now comprise nearly 50% of the Equestrian Australia High Performance squads. Equestrian NSW provided over \$80k in 2018-19, including \$22k from Equestrian Australia, across the Olympic disciplines.

Re-instatement of the Equestrian Australia Coaching Committee, strongly supported by the Coaching NSW Committee, has started the journey to reclaim the prestige and reputation of the EA coach accreditation program. Recent Coaching NSW update clinics have seen a renewed engagement by and with NSW coaches. It's been a huge turnaround, but still with plenty of work to do.

As the State Sporting Organisation for equestrian in NSW, we benefit from and pay thanks for the expertise and hard work by our Discipline Councils and Committees. In turn, they have thousands of volunteers who stage and officiate at competitions. Yes, we have the most Members amongst the branches, but the quality of our people at the coal face is outstanding. Without them, our sport would simply not exist.

Bruce Farrar

KEY RESULT AREAS

Membership & Services

Category	FY14	FY15	FY16	FY17	FY18	FY19	Change
Senior Competitor	3,581	3,506	3,400	3,593	3,654	3,641	-0.4%
Competitor Junior	1,751	1,939	2,116	2,001	1,903	1,908	-0.2%
Participant	1,509	1,705	1,745	1,952	1,963	1,963	0.0%
Supporter	355	374	337	376	357	336	-6.3%
Supporter Official	222	239	238	239	257	250	-2.8%
Groups	243	247	259	259	250	267	6.8%
Total	7,661	8,010	8,095	8,420	8,384	8,365	-0.2%

Overall membership numbers remained stable at 8,365. Groups increased by 6.8%, mainly driven by Agricultural Societies re-joining.

Finance

Please refer to the Financial Report for a detailed analysis.

\$000s	2014-15	2015-16	2016-17	2017-18	2018-19
Revenue	\$2,205	\$3,097	\$3,053	\$2,594	\$2,863
Expenses	\$2,258	\$3,253	\$3,049	\$2,521	\$2,961
Surplus/(Deficit)	(\$52)	(\$156)	\$4	\$73	(\$98)

The financial results for 2018-19-were in line with the budget and expectations set by the Board, which were:

• Budget – \$100k deficit, actual - \$98k deficit, mainly the result of absorbing a \$100k increase in insurance, not passed onto members.

- Maintain a minimum cash holding of \$800k (actual \$1,563k, including \$593k for 2019-20 memberships and event prepayments and \$138k held in the Australian Sports Foundation related accounts, resulting in a net position of \$887k).
- Protect equity of \$700k (actual \$709k).

Membership Fees

The following tables show the breakdown of Equestrian NSW membership fees.

2018-19 MEMBERSHIP FEES	Equestrian Australia			ENSW	Total
Member Category	Admin	Insurance	Total	Admin	
Competitor – Senior	\$51.25	\$67.11	\$118.36	\$135.64	\$254.00
% of Membership Fee	20%	26%	47%	53%	
Competitor – Junior	\$17.08	\$25.53	\$42.61	\$86.39	\$129.00
% of Membership Fee	13%	20%	33%	67%	
Participant	\$17.08	\$67.11	\$84.19	\$95.81	\$180.00
% of Membership Fee	9%	37%	47%	53%	
Supporter – Official	\$17.08	\$67.11	\$84.19	\$40.81	\$125.00
% of Membership Fee	14%	54%	67%	33%	
Supporter - Owner/Coach	\$17.08	\$67.11	\$84.19	\$76.81	\$161.00
% of Membership Fee	11%	29%	45%	55%	

Insurance for a Senior member, purchased by Equestrian Australia from Gow Gates, increased from \$45.16 to \$67.11 (33%), due to claims history and market conditions in underwriting.

Competition Licenses

Equestrian NSW receives income for horse competition licenses (performance cards) for all the Disciplines, with the Olympic sports making up the majority, as shown in the table below.

Discipline	Number of	Cost per	2017-18
Discipilite	Licenses	License	Income
Dressage	2,411	\$35	\$84,382
Eventing	866	\$35	\$30,322
Jumping	1,486	\$40	\$59,445
Show Horse, Vaulting and Driving	556	\$21	\$11,648
Total	8,485		\$185,833

Member Benefits

Competition Pathways - being a member of Equestrian NSW means you can compete at events run by our affiliated clubs and commercial groups, overseen by accredited officials using rules and resources that are internationally recognised by the FEI.

Insurance – your membership provides you with competitive 24/7 personal accident and public liability insurance when you are doing recreational equestrian activities.

Discipline Support – Equestrian NSW funds more than \$330k to our Disciplines, to assist with administration, officials education, swabbing, major events, high performance and club development.

Member Services – delivered by the customer-focused service team based at Sydney International Equestrian Centre, using the MyEA IT platform.

Education – Equestrian NSW funds a range of education programs for officials, coaches and our Juniors.

High Performance – provides funding and support for our elite NSW-based horse and rider combinations towards representing Australia at international competitions.

Representation – Equestrian NSW represents its members' interests with State Government agencies, to secure grants, develop infrastructure and have input into equestrian related laws and legislation.

Discipline Support

Discipline support was unchanged in 2018-19 and should be sustainable in the longer term.

Discipline	2014-15	2015-16	2016-17	2017-18	2018-19
Dressage	\$116,591	\$129,769	\$135,932	\$118,228	\$139,455
Driving	\$18,000	\$21,327	\$43,755	\$10,266	\$9,920
Eventing	\$174,625	\$165,249	\$106,133	\$88,441	\$168,687
Jumping	\$149,954	\$115,865	\$80,543	\$69,984	\$102,927
Show Horse	-\$17,513	\$14,910	\$24,928	\$33,299	-\$7,687
Vaulting	\$16,261	\$12,059	-\$21,618	\$3,540	-\$7,035
Interschools	\$56,367	\$6,014	-\$25,226	\$11,554	-\$74,240
Total	\$519,745	\$465,193	\$344,337	\$335,312	\$332,027

Negative figures represent a surplus.

Taking into account the timing of payments, some of which occurred before and after the financial year, the 2018-19 figures shown in the tables below represent a more practical picture.

DRESSAGE	
Income	
NSW Office of Sport Grant - Australian Championships	\$15,000
Equestrian Australia High Performance Grant	\$2,667
Total	\$17,667
Expenditure	
Administration Support	\$15,000
Officials Support	\$19,000
Swabbing	\$4,000
Sydney CDI Sponsorship	\$40,000
National Championships Sponsorship	\$15,000
State Championships Sponsorship	\$25,000
Young Rider Championships	\$5,000
High Performance	\$22,667
Club Development Grants	\$12,000
Total	\$157,667
Net Support	\$140,000

DRIVING		
Income		
	Total	\$0
Expenditure		
Tamworth Event and Clinic Sponsorship		\$10,000
	Total	\$10,000
		\$10,000

EVENTING		
Income		
NSW Office of Sport Sydney 3DE Grant		\$15,000
Equestrian Australia High Performance Grant		\$21,166
Olivia Inglis Foundation		\$28,291
	Total	\$64,457
Expenditure		
Administration Support		\$15,000
Officials Support		\$10,000
Swabbing		\$4,000
High Performance		\$47,139
Safety - Cross Country Spirofix Anchors		\$6,000
Safety - Cross Country MIM Fittings		\$28,291
Cross Country Development		\$15,000
Club Development Grants		\$10,000
Sydney 3DE Sponsorship		\$67,909
State Championships (Goulburn) Sponsorship		\$1,000
	Total	\$204,339
	Support	\$139,882

JUMPING	
Income	
NSW Office of Sport Summer Classic Grant	\$15,000
Equestrian Australia High Performance Grant	\$2,667
Total	\$17,667
Expenditure	
Administration Support	\$18,000
Officials Support	\$7,000
Swabbing	\$3,000
Club & Performace License Rebate	\$25,970
High Performance	\$10,667
Summer Classic Sponsorship	\$30,000
NSW Championships Sponsorship	\$20,000
NSW Country Championships Sponsorship	\$3,000
NSW Indoor Championships Sponsorship	\$3,000
SIEC Indoor Championship	\$3,000
Total	\$123,637
Support	\$105,970

SHOW HORSE			
Income			
Horse of the Year	\$107,122		
Country Championships	\$6,672		
Southern Show	\$15,652		
Stars of the Southern Cross	\$113,052		
Show Horse Championships	\$35,474		
National Championships (Uniforms)	\$32,028		
Tota	\$310,000		
Expenditure			
Administration Support	\$5,000		
Horse of the Year	\$88,687		
Country Championships	\$4,356		
Southern Show	\$17,136		
Stars of the Southern Cross	\$129,870		
Show Horse Championships	\$25,598		
National Championships (Uniforms)	\$30,769		
Other Event Support	\$500		
Tota	\$301,916		
Support	-\$8,084		

VAULTING		
Income		
State Championships		\$36,833
Workshops and Clinics		\$6,576
Other Income		\$363
	Total	\$43,772
Expenditure		
Administration Support		\$995
State Championships		\$22,695
Workshops and Clinics		\$9,921
Other Expenses		\$3,190
	Total	\$36,801
		-\$6,971

INTERSCHOOLS				
Income				
NSW Championships		\$452,725		
National Championships (Uniforms)		\$36,588		
Т	otal	\$489,313		
Expenditure				
NSW Championships		\$379,437		
National Championships (Uniforms)		\$33,640		
Other Event Support		\$2,000		
Т	otal	\$415,077		
Supp	oort	-\$74,236		

GOVERNANCE

In 2018-19, the Equestrian NSW Board consisted of:

Board Member	Board Meetings	
	Eligible	Attended
Peter Dingwall	11	10
Alex Townsend	7	4
Prue Spurrett	11	9
Fiona Macleod	11	11
Katie Robertson	11	8
David Cameron	8	8
Rachel Salz	11	9
Alison Doyle	4	3
Jamie Winning-Kermond	3	3

Peter Dingwall (Bachelor of Laws) - was elected to the Board at the 2014 AGM and has served as President since 2015. Until August 2016, Peter was a Magistrate at the ACT Magistrates Court and was Registrar of the ACT Supreme Court from 1985-90. He has been President of ACT Show Jumping Club since 2003, was Chef D'Equipe for the Australian Show Jumping Team in Korea in 2008 and has served on the ACT Rugby Union Judiciary.

Alexandra Townsend (Bachelor of Arts, Master of Journalism) – comes from a public relations and media background. She is director of The Animal Company and is the owner and event patron at Wallaby Hill Farm. Alex actively competes at four star level eventing and is a NCAS Level 2 Eventing instructor.

Prue Spurrett – was elected to the Board in 2015. She held senior roles in Investment Banking, was formerly the President of Dressage NSW, is a FEI 4* Eventing Judge, National C Level Dressage Judge and is currently the Chair of the Equestrian Australia Dressage Committee.

Fiona MacLeod (Bachelor of Business) – is currently the NSW Manager with Visy Industries and was previously Regional Manager for Goodman Fielder. Fiona's core skills are in operations, marketing and communication, along with a sharp focus on and involvement in safety. She is an accredited FEI Jumping Official and has presided over most of the major Jumping and Eventing competitions in NSW.

Katie Robertson (Bachelor of Commerce, Chartered Accountant, Harvard Advanced Management Program) - represented Scotland in Junior Eventing, supports a number of high level eventers, has a strong background in strategy, governance and risk management and is currently the Chief Financial Officer and Head of Business Performance and Reporting of the Financial Services Division at Macquarie Bank.

David Cameron (Bachelor of Human Movement and Bachelor of Education) - is an elite showjumping athlete, an Australian Showjumping Champion, served on the Equestrian Australia Jumping Committee for two years, is an accredited Coach and former school teacher.

Rachel Salz – (Bachelor of Science Hons and Bachelor of Veterinary Medicine) is a rider, equine veterinarian, a FEI permitted treating vet, has the highest qualification available in the field of Veterinary Sports Medicine and Rehabilitation and is with the highly regarded Randwick Equine Centre.

Alison Doyle (Bachelor of Arts) – has managed Community Support Services for people with disabilities managing a team of 150, for the last five years has been the National Chairperson of the Riding Pony Stud Book, is a serious Show Horse competitor and is President of Minto Agricultural Society.

Jamie Winning-Kermond - is an elite Jumping rider having represented Australia at Nations Cup and competed in Europe at the highest level, is the owner/manager of Yandoo Equestrian, was previously on the Jumping NSW Committee and has helped stage the annual Showcase of Showjumping.

Governance Structure

In June 2018, NSW Fair Trading advised that Equestrian NSW exceeded the financial limit (\$2m in combined assets and income) to be a not-for-profit association under NSW legislation. In 2017-18, Equestrian NSW received Income of \$2.6 million and held Assets exceeding \$1 million. Consequently, we have been directed to become a company under Federal legislation.

A draft amended Constitution was distributed to Members in November 2018 for review and comment. Apart from changing Association to Company and referring to the relevant legislation, other minor changes were made, including but not limited to:

- Recognising the relevant Equestrian Australia Policies and Bylaws;
- Making proxy voting easier; and
- Simplifying dispute resolution and disciplinary matters

Very limited feedback was received, with the most significant issue being compliance with Equestrian Australia Policies, ByLaws and Rules, with Members wanting the option to critically review and reject changes if considered inappropriate (eg a new bio-security ByLaw).

In October 2019, NSW Fair Trading increased the upper limit to \$5m, so that further review will be done under the Equestrian Australia reform process.

EDUCATION

Education is a strategic priority for Equestrian NSW. Following feedback from our Coaches, the new NSW Coaching Committee was elected by our Equestrian Australia accredited Coaches. Robert Stewart, Megan Joerg, Sally Barbera, Jane Frankum and Brett Parbery joined ENSW Board Member David Cameron on the Committee. High priorities for the Committee were:

- Re-instatement of the EA Coaching Committee
- Review and improvement of Coach insurance
- Review and refinement of the Coaching syllabus
- Review and determination of the best assessment process

We look forward to engaging with our Coaches and Officials to make education a core component of all our activities.

LOOKING FORWARD TO 2019-20

Strategic focus areas for the Board and team in 2019-20, referencing the Equestrian Australia Strategic Pillars, include:

Continuously improve member safety and horse welfare:

- FY20 Risk Management Plan, reviewed quarterly.
- Review and update biosecurity arrangements for ENSW events.
- Assist Eventing NSW to Implement a Service Agreement for medical coverage.
- Offer Eventing cross country jump judges first aid training.
- Run risk management training sessions for clubs.

Deliver value to our Participating Members

- Increase club development funding by 50%.
- Conduct a Member survey to understand their expectations.
- Refresh the ENSW web site and use facebook more.
- Assist EA to support the Coaching Committee.
- Assist Discipline Councils to stage Officials clinics.
- KPI Target 2% membership growth.
- KPI Target 5% more officials.

Strengthen our foundation

- ENSW to become a company limited by guarantee under ASIC.
- Draft a Delegations Manual.
- Expand the Operations Manager role to include Integrity (ie member protection).
- KPI Target Profit and Loss Break even.
- KPI Target \$800k minimum cash reserves.

Behave as one

- Assist EA to develop its whole of Equestrian Strategic Plan.
- Together with the other Branches, negotiate a new service specification and MoU with EA.
- Invest in clubs through Development Grants.
- Invest in Interschools as a pathway into ENSW and EA.

Increase our visibility of Equestrian across Australia

- Draft a communications plan.
- Advocate on industry issues with the NSW Government and Agencies

- Secure a commercial agreement with Showmaker Equestrian to stage and film Jumping competitions in NSW
- Review and refine the 2021 competition calendar to optimise for our riders and commercial sponsorships.
- KPI Increase commercial sponsorship for ENSW events by 20%.

Lead High Performance

- Review the NSW Discipline Councils HP plans and reporting, as a requirement of HP funding.
- KPI NSW HP athletes comprise 40% of the EA HP squads.

EQUESTRIAN NSW 2018 AWARDS FOR EXCELLENCE

Interschool Awards

Primary Combined Training Champion Secondary Combined Training Champion

Primary Eventing Champion Secondary Eventing Champion Primary Dressage Champion Intermediate Dressage Champion **Secondary Dressage Champion Primary Jumping Champion Secondary Jumping Champion Primary Show Horse Champion Secondary Show Horse Champion Primary Vaulting Champion Secondary Vaulting Champion** Champion Primary Rider Champion Secondary Rider Champion Secondary School

Alexandra Inglis Skye Sylvester Piper Trickett Zoe Hutchinson Tara Seppelt Harriet King **Ruby Goldsmith** Alexandra Inglis **Anneliese Wansey Brooke Kelly**

Harriet King Violet Levett Ivy Sykes Alexandra Inglis

Ashley Cutler Frensham Gib Gate

DISCIPLINE AWARD WINNERS

Champion Primary School

Eventing Awards

Young rider athlete of the year Senior Athlete of the year

Horse of the year Owner of the year Groom of the year Coach of the year Volunteer of the year Official of the year

Administrator of the year

Event of the year Club of the year

Olivia Barton Shane Rose CP Issey Miyake Emma Bishop **Rachel Watts** Sharmayne Spencer

Karen Bretherton Selena Sylvester Carolyn Campbell **Quirindi Eventing** Equestriad at Camden

Dressage Awards

Young rider athlete of the year Senior Athlete of the year

Horse of the year

Owner of the year Groom of the year Coach of the year Volunteer of the year Official of the year

Administrator of the year

Event of the year Club of the year

Isabelle Wilcox-Aylward Matthew Dowsley

Santiago - Matthew Dowsley

Bev Healey Kate Russell Michelle Baker Helen Zimic Sue Cunningham

Alycia Targa - Shoalhaven Dressage Club

Young Dressage Assoc - Regional Dressage Festival

Manning Valley

Show Horse Awards

Junior Athlete under 12 Tia Rose Mckenzie Junior Athlete 12 years and under 18 Georgia Dalley

Senior Athlete of the year

Show Horse under 15h of the year Headley Park Black Label

Show Horse Over 15h of the Year Taittinger II Show Hunter of the year Mirinda Jackpot Owner of the year Elizabeth Taylor Coach of the year Les Friend

Volunteer of the year Karen Bebbington

Southern Cross Show Horse Spectacular Event of the year

Jess Stones

Vaulting Awards

Young rider athlete of the year Isabella Napthali Senior Athlete of the year Stephanie Dore Horse of the year **Hunterview Sinatra** Owner of the year Robyn Boyle Groom of the year Tiannah Witney Volunteer of the year Melinda Osborn Official of the year Sarah Jones Administrator of the year Kerrie Stapleton

Event of the year Vaultaire

Jumping Awards

Young rider athlete of the year Jess Rice Ward Senior Athlete of the year **Thomas McDermott** Horse of the year Elegance De La Charmille Owner of the year McDermott Family Groom of the year Isabelle Mirani Coach of the year George Sanna

Volunteer of the year **David Lawrence** Official of the year Michael Archer Administrator of the year Karinda Alpert Event of the year Summer Classic

Club of the yearTR North & North West ShowJumping Club

Driving Awards

Young rider athlete of the year **Harrison Nichols** Judy Meredith Senior Athlete of the year Horse of the year **Euston Athens** Owner of the year Margie O'Brien Coach of the year **Robert Edwards** Volunteer of the year Jo Doherty

Jennifer Nichols Official of the year Administrator of the year Marilyn Wood

Event of the year Tamworth International Horse Driving Trials

Club of the year Horse Driving Trials Club NSW

ENSW Awards

NSW Junior Athlete of the Year

NSW Senior Athlete of the Year

Shane Rose

NSW Horse of the Year Elegance De La Charmille

NSW Owner of the Year

NSW Groom of the year

NSW Coach of the year

NSW Volunteer of the year

NSW Official of the year

NSW Administrator of the year

Rechel Watts

Les Friend

Helen Zimic

Michael Archer

Kerrie Stapleton

NSW Event of the year Tamworth International Horse Driving Trials

NSW Club of the year North & North West Jump Club

Gow Gates Service to Sport

Eventing Fiona Hughes
Dressage Helen Lawson
Show Horse Robin Bland

Carriage Driving Steve and Maria Trot

JumpingStephen LambVaultingTristyn Lowe