



EQUESTRIAN VICTORIA JUMPING AGM AGENDA

Meeting Location: National Equestrian Centre, Werribee Park 3030

Meeting Time/Date: 7.30 pm, Monday 8th March, 2021

Page No.	Topic	Presenter
	1 INTRODUCTION / WELCOME 1.1 Attendance & Apologies	Chairman
	2 MINUTES 2.1 Minutes of previous AGM held Tuesday 3 rd December 2019	Chairman
	3 MANAGEMENT AND FINANCE REPORTS 3.1 Annual Jumping Victoria Report for the year ended 30 June 2020 3.2 Annual Financial Jumping Report for the year ended 30 June 2020	Chairman
	4 CONFIRMATION OF COMMITTEE/OFFICE BEARERS <i>Note: Officebearers are appointed / elected consistent with the Equestrian Victoria Sport Discipline Committee By-Laws</i> 4.1 Officials' Representative – 1 Nomination received 4.2 Riders' Representative – 3 Nominations Received 4.3 Jumping Clubs' Representative – 3 Nominations Received 4.4 Confirmation of Jumping Club Representatives 4.4.1 Boneo Park 4.4.2 Border District Showjumping Club 4.4.3 Caramut Riding Club Incorporated 4.4.4 Central Victoria Showjumping Club 4.4.5 Cora Lynn Showjumping Club 4.4.6 Geelong Showjumping Club 4.4.7 Goulburn Valley Showjumping Club 4.4.8 Melbourne Showjumping Club 4.4.9 Northern Victoria Showjumping Club 4.4.10 Port Phillip Showjumping Club 4.4.11 Sale and District Showjumping Club 4.4.12 Yarra Valley Jumping Club	
	7 DETAILS OF NEXT MEETING – November 2021 8 MEETING CLOSE	Chairman



Jumping Victoria
JV ANNUAL GENERAL MEETING
7. 36pm, Tuesday, 3rd December 2019
Equestrian Victoria – 400 Epsom Road, Flemington



MINUTES

Meeting Facilitator: xx

AGENDA NO.	ISSUE / TOPIC	DISCUSSION
1	<u>INTRODUCTION / WELCOME</u>	
1.1	PRESENT: Clint Rose (Chariman), Kevin Taranto, Scott McNaught, Bronwyn Shortt, Paula Binnie APOLOGIES: John Pearce, PHONE LINK: Tom Lupton, Trish Joyce, Jess Bertram IN ATTENDANCE: Matthew Brown (CEO), Emily van Sonsbeek (JV Administrator)	
1.2	DECLARATION OF CONFLICTS OF INTEREST/S <ul style="list-style-type: none">• X conflicts of interest were declared	
2.1	<u>MINUTES</u> JV Committee Minutes of 4 th December 2018 date be accepted as a true and accurate record.	Moved: Scott McNaught Seconded: Bronwyn Shortt
2.2	MATTERS ARISING - <i>None to discuss</i>	

3	MANAGEMENT AND FINANCE REPORTS	
3.1	<ul style="list-style-type: none"> Annual Jumping Victoria Report 2019 	<i>Jumping Report summary discussed by Clint Rose.</i>
3.2	<ul style="list-style-type: none"> Annual Financial Jumping Report 18/19 	<i>Jumping Overall Budget summarised and discussed by Matthew Brown.</i>

4	<u>ELECTION OF MANAGEMENT COMMITTEE/OFFICE BEARERS</u>	
----------	---	--

	<p><i>As per Discipline Bylaws, an election was called for the position of Chair of Jumping Victoria. All positions declared vacant, Clint Rose stepped down as Chairperson and Tom Lupton conducted chairing the election process.</i></p> <ul style="list-style-type: none"> <i>Chair of Jumping Victoria</i> <i>Vice- Chair of Jumping Victoria</i> 	<p><i>Nominated: Clint Rose Motedioned By: Bronwyn Shortt Secodeded By: Scott McNaught</i></p> <p><i>Declared: Clint Rose</i></p> <p><i>Nominated: Tom Lupton Motedioned By: Clint Rose Secodeded By: Bronwyn Shortt</i></p> <p><i>Declared: Tom Lupton</i></p>
--	--	--

- *Officials Representative*

*Nominated: John Pearce
Motioned By: Kevin Taranto
Seconded By: Clint Rose*

Declared: John Pearce

- *World Cup Representative (BMA 1)*

*Nominated:
Motioned By:
Seconded By:*

Declared: Vacant

- *Young Rider Representative (BMA 2)*

*Nominated:
Motioned By:
Seconded By:*

Declared: Vacant

- *Victorian Riders Representative (BMA 3)*

*Nominated: Bronwyn Shortt
Motioned By: Clint Rose
Seconded By: Tom Lupton*

Declared: Bronwyn Shortt

- *Co-opted Members (COM 1)*

*Nominated: Scott McNaught
Motioned By: Clint Rose
Seconded By: Kevin Taranto*

Declared: Scott McNaught

- *Co-opted Members (COM 2)*

*Nominated:
Motioned By:
Seconded By:*

Declared: Vacant

- *Affiliated Jumping Club Representatives*
 - *Border District Showjumping Club*
 - *Caramut Riding Club Incorporated*
 - *Central Victoria Showjumping Club*
 - *Cora Lynn Showjumping Club*
 - *Northern Victoria Showjumping Club*
 - *Geelong Showjumping Club*
 - *Goulburn Valley Showjumping Club*
 - *Melbourne Showjumping Club*
 - *Moorooduc Showjumping Club*
 - *Port Phillip Showjumping Club*
 - *Sale Showjumping Club*
 - *Yarra Valley Jumping Club*

Each club can elect one representative at the meeting with voting rights.

- *Major Events Representatives*
 - *Dressage and Jumping With the Stars*
 - *Victorian State Titles*
 - *Australian Jumping Championships*

REPRESENTATIVES

BDSJC:
 Caramut:
 Central Vic:
 Cora Lynn:
 NVSJC:
 Geelong SJC:
 GVSJC:
 Melbourne SJC:
 Moorooduc SJC:
 PPSJC:
 Sale:
 YVJC:

Liaison: Bronwyn Shortt
 Liaison: Clint Rose
 Liaison: Scott McNaught

Election of Office Bearers/Committee Completed. All positions accepted.

MEETING CLOSE: 8:40pm

Chairperson Signature: _____



Date: 07/12/2019



2019/2020 COMMITTEE

CLINT ROSE

TOM LUPTON

ANNIE WHITE

KEVIN TARANTO

JOHN PEARCE

BRONWYN SHORTT

CLINT ROSE

Jumping Victoria Chair

Jumping Victoria Report

This year Jumping Victoria has set about further developing initiatives aligned with the Jumping Victoria Strategic Plan. Year one had three key focus areas for improvement; (1) Supporting our people to live their equestrian dream, (2) More officials, more training, and (3) Harness the use of technology. Throughout the year, the Jumping Committee has developed initiatives to target the three focus areas while also working to improve the development of members sporting ambitions.

JUMPING VICTORIA JUNIOR AND YOUNG RIDER SQUADS

Strathmerton Drilling Pty Ltd again sponsored the Jumping Victoria Squads. In partnership with Twenty Four Seven, a new uniform design was created that will carry forward to 2021 squad uniforms. Extenuating circumstances of COVID-19 severely impacted the squad season, with only the July Squad being able to go ahead. Attendance at the clinic was affected by a COVID-19 compliant format, but the squad community relayed a positive outlook on the efforts Jumping Victoria put towards running the clinic.

A total of 16 Junior/Young Riders were accepted into the State Squad program this year, 81 Junior/Young Riders in the Development Squads and 26 Juniors into the Squadettes program.

Initial planning is currently underway to create a new squad format that is more economically beneficial and with a greater focus on sports development for not only our Junior and Young Rider members but also amateur level jumping members.

JUMPING VICTORIA OFFICIALS

Throughout the 2019 -2020, Jumping Victoria has continued to develop and support its officials. Further research went into what jumping officials need from the Equestrian Victoria office, which included opportunities to shadow more experienced officials, links to purchase digital assistance software, explanations, and how to's on a series of jumping official related information.

In alignment with more officials, more training, the Jumping Victoria Committee had a series of jumping official accreditation and training clinics planned. A Level 3 Course Designers clinic was held in September 2019 with John Vallance presenting. The clinic was positively received, with members from other state branches in attendance. A survey conducted after the clinic displayed the following results; the clinic was informative and of the right length; however, more updated resources are required at future clinics.

It was identified that the current officials were wanting clinics to be run more consistently with a focus on current and new trends and improving the rider/horse experience. Clinics for the 2020 year were planned however were put on a hiatus as a consequence of the COVID-19 pandemic.

In recognition of the need to further develop our officials in practice, the Jumping Victoria Committee introduced the first stage of the Shadow Opportunity Initiative, expression of interests were collected for practical application upon the recommencement of competitions post COVID-19.

The Jumping Committee is currently organising a series of online seminars for officials hosted via Zoom during the COVID-19 pandemic designed to further the training of current officials and jumping members.

Jumping Victoria Report *continued*

JUMPING VICTORIA STATE TITLES

2019 State Titles was hosted by the ISJ/Boneo Spring Champions and Northern Victoria Showjumping Club Spring Show.

- **Junior Winner:** Clancy Grant and I Reckon
- **Young Rider Winner:** Jasmine Dennison and Mababri De Mabribo
- **Senior Winner:** Billy Raymont and Anssioso Z

2020 Jumping Victoria State Titles was planned to occur 27th – 29th March however was cancelled due to the COVID-19 pandemic. Attempts to find an alternative date later in the year was impeded with Victorian State of Emergency being extended to September.

JUMPING VICTORIA STRATEGIC PLAN

Jumping Victoria is committed to building and improving the services we deliver to support our membership with programs that recognise and celebrate their achievements and introduce new technology to help further the sport. In 2019-2020 three laptops were purchased in the first quarter and installed with the Jumper Judge Dashboard (JJD) program and Office 365 for manual loading of entries into JJD. The laptops were purchased for use by affiliated event organisers to improve the event experience for riders, volunteers, and officials by streamlining documentation processes online and providing consistency across the sport.

The Jumping Victoria Committee identified Jumper Judge Dashboard as suitable and affordable to achieve the simplification of results output, capturing performance data, simplification of entry and scoring systems, production of live results for competitors, and a step closer to going digital with performance cards. It was recognised that in order to achieve the desired affects, consistency by jumping clubs to use the scoring system was required. The committee will seek to further develop stages of the JJD initiative to achieve these requirements and establish consistency for members.

In alignment with the focus area of supporting our people to live their equestrian dream. The Jumping Victoria Committee seeks to recognise and celebrate our jumpers, supporting their involvement at recognised events around the country. In late 2019, Jumping Victoria introduced a uniformed team vest and saddle cloth in the lead up to the Australian Jumping Championships. It was first introduced to the selected riders for the Victorian Team at the Australian Jumping Championships. The uniforms have been designed to be altered to all jumping teams competitions and to be worn by selected representative riders to recognise their achievements of being selected. Jumping Victoria also hosted as state welcome at the Australian Jumping Championships where the selected Victorian Representatives were presented with their team uniforms. It was a social event funded by Jumping Victoria in order to celebrate our membership riders competing in the National competition.

Please refer to Jumping Victoria Officials for the report on the official focused strategic initiatives.



HAMISH PRIME
STRATHMERTON DRILLING DEVELOPMENT SQUAD

Jumping Victoria Report continued



CHARLEE DOBBIN WINNER OF 2019 VICTORIAN CHILDREN'S TITLE

COVID-19

The COVID-19 virus has had a significant impact on the jumping community in Victoria. Competitions after the 16th of March were cancelled due to Government lockdowns and it is uncertain when a return to the competition season will resume.

Three major jumping competitions, including the 2020 State Jumping Titles, P.S.I Dressage and Jumping with the Stars and the Leader Equine State Interscholar Championships have been cancelled or postponed. All face to face official development and reaccreditation clinics/seminars had to be put on hold until restrictions eased.

The Strathmerton Drilling Jumping Junior and Young Rider Squad season was able to host one out of five planned squads under strict COVID-19 prevention protocols.

All plans to implement development initiatives aligned with the strategic plan have been placed on hold due to the uncertainty of the pandemic.

Despite the disruptive consequences of the COVID-19 virus, the Victorian Jumping Community is strong and supportive of digital ventures until a safe return to face to face activities can resume.

Jumping Victoria

Facts and Figures



Jumping Licences

Equestrian Victoria Issued
Competition Licences

1071



Officials

11 Stewards

30 Course Designers

32 Judges

14 Stewards



Survey Responses

75%

Werribee the most appropriate
location to hold official clinics.

100%

Email was the best form of
communication for officials.



Squad Members

16 State Squad

81 Development Squads

32 Squadettes

ALICE LAWRENCE



MEMO

To: Jumping Victoria Annual General Meeting

From: Matthew Brown, CEO, Equestrian Victoria

Date: Monday, March 1, 2021

Re: Jumping Victoria Financial Report for the year ended 30 June 2020

BACKGROUND

The Equestrian Victoria (EV) financial year runs from 1 July to 30 June each year. EV supports the financial management of all EV related disciplines and events in a variety of ways including firstly the budget setting process and throughout the financial year through the timely processing of invoices and issuing of invoices related to events and programs, including those of Jumping Victoria (JV).

For the purposes of reporting to the 2020 Jumping Victoria Annual General Meeting (AGM) this report details the financial results for the year ended 30 June 2020.

It is important to note that JV's financial results are included in Equestrian Victoria's overall result and are included in the independent annual audit with EV's financial statements being presented to the EV membership at the EV AGM each year.

FINANCIAL RESULT FOR JUMPING VICTORIA (JV) BUDGETS AT 30 JUNE 2020

As members will be aware on 16 March 2020 the Victorian Government declared a state of emergency due to the COVID-19 pandemic. This resulted in the cancellation of several Jumping related events and programs, not least of all the 2020 Jumping Victoria State Titles and Jumping Victoria Squad Program. While several jumping related activities were able to be undertaken prior to 16 March the impact of COVID on the financial results for the financial year cannot be overstated.

The below table reflects the year end result of the 4 Jumping Victoria budget codes, noting that the Squad and State Titles budgets have had sponsor income pushed downstream into FY22.

To give everyone the opportunity to live their EQUESTRIAN Dream...

Budget Code	Year end Result at 30 June 2020	Notes
JV – General	-\$5,699	Primarily a cost centre and includes depreciation on JV assets (jump equipment), assorted office and administration expenses incl EV Awards
JV – State Titles	-\$4,682	Ordinarily a profit centre but as a result of COVID resulted in a loss; sponsorship income (approx. \$22k) has been pushed downstream to FY22
JV – Squad	-\$6,739	Budgeted to breakeven the impact of COVID meant squads were unable to run in May/ June 2020. Sponsorship income journalled to FY22
JV – Strategic	\$9,698	Portion of Competition licenses collected for JV Strategic Initiatives consistent with JV Strategic Plan.
JV – Overall	-\$7,422	

RETAINED EARNINGS AT 30 JUNE 2020

In August 2020, the Equestrian Victoria Board ratified the updated “*Equestrian Victoria Event Management Policy & Procedure*” (see appendix A). This subsequently triggered the implementation of clause 3.4, the “*EV Event Profit-Sharing Model*” which sees surpluses generated from disciplines and events reinvested back into those events and disciplines from whence they originated.

As a result the Equestrian Victoria Balance Sheet now recognises Retained Earnings across the various Jumping Victoria budgets totalling approximately \$24,020 as follows:

Retained Earnings - Jumping Discipline	7,161.35
Retained Earnings - Jumping Squads	5,228.22
Retained Earnings - Jumping State Titles	1,933.13
Retained Earnings - Jumping Strategic	9,698.05

WHAT NEXT

Very shortly we will begin the budgetary process for the FY22 year, which runs 1 July 2021 to 30 June 2022.

OVERLEAF – APPENDIX A – EV Event Management Policy & Procedure

To give everyone the opportunity to live their EQUESTRIAN Dream...

EQUESTRIAN VICTORIA

EVENT MANAGEMENT POLICY & PROCEDURE

Policy number	EV012	Version	2
Drafted by	Matthew Brown	Approved by Board on	19 August 2020
Responsible person	EV CEO	Scheduled review date	August 2021

INTRODUCTION

The Board and management of Equestrian Victoria (EV) are committed to ensuring that all EV events are appropriately managed to ensure they achieve their stated aims and ambitions. This policy includes the appointment of appropriately qualified Event Directors, Event Venue Hosting, Event Financial Management and Event Risk Management.

PURPOSE

The purpose of this policy is to set out an objective and transparent process for the appointment of appropriately qualified event directors, venue hosting, financial management and risk management for EV events and EV's hosting of Equestrian Australia (EA) events. Events may include, but not limited to:

- Melbourne International 3-Day Event (MI3DE)
- Dressage & Jumping with the Stars (DJWTS)
- Dressage Festival (DF) and Young Rider Championships (YRC)
- Australia Dressage Championships and Australian Youth Dressage Championships
- Jumping Victoria State Titles and Australian Show Jumping Championships
- Barastoc Horse of The Year (HOTY)
- Australasian Show Horse and Rider of the Year (Show Horse Nationals)
- Victorian or Australian Interschool Equestrian Championships (State or National)

1. APPOINTMENT OF EVENT DIRECTOR

Equestrian Victoria's guiding appointment principle is a simple one – we will collaborate with sport disciplines in appointing event director(s).

We will advertise roles on appropriate EV communication channels for a specific time period, after which we will short list candidates for interviewing.

Event Directors will be contracted to Equestrian Victoria and contracts will specifically include, but not be limited to:

- Term of appointment
- Remuneration associated with the role
- Reporting obligations
- Key Performance Targets

1.1. PROCEDURES

1. All Event Director roles will be advertised via the Equestrian Victoria website and social media channels;
2. An event specific position description will be developed for each event and will be reviewed in conjunction with the relevant sport discipline committee (SDC) as necessary;
3. In conjunction with EV management and the relevant SDC an event budget will be developed (for each event) annually, will be included in the annual Equestrian Victoria budget by April each year and be subject to approval by the Equestrian Victoria Board;
4. Consistent with the Equestrian Victoria Sport Discipline Bylaws Clause 4.1 (a) (vii) (2010) or specific sport discipline Terms of Reference (ToR), a representative of disciplines major events committee will represent at the relevant SDC and report to said discipline on event planning, organisation and financial management.
5. All events will be run accordance with national discipline rules.

2. EVENT HOSTING

All major competitions, except in extenuating circumstances, will be held at Werribee Park National Equestrian Centre.

In the event there is a proposal to change the hosting venue of a designated major Equestrian Victoria event this will be brought to the attention of the Equestrian Victoria board prior to the decision being finalised.

3. EVENT FINANCIAL MANAGEMENT POLICY

There are several major Victorian equestrian events in the disciplines of Eventing, Jumping, Dressage, Show Horse and Interschools, which are financially and administratively supported by Equestrian Victoria.

This policy outlines the Equestrian Victoria Policy for the financial governance of these events. For EV policy information related to the financial management of high-performance squads and clinics please refer to the EV Financial Policies & Procedures Manual.

3.1. SUPPORTED EVENTS

The Equestrian Victoria board must approve events to be supported each year during the budget planning and approval process, in May each year.

No events will be supported unless they have not been approved as part of the annual budget or unless they have been expressly supported by the EV Board at a later date within the financial year they are held (i.e. an additional event scheduled after budgeting).

3.2. BUDGET PLANNING AND SUBMISSION

Equestrian Victoria management and Event Organising Committees (where relevant in conjunction with Discipline Committees) must develop a detailed budget for each supported event and submit it for incorporation into the EV overall budget, prior to the May Board meeting, for Board approval.

Budgets must be detailed, with line items based on written quotes for goods and services. All event budgets must aim to return a 10% surplus, based on conservative entry numbers.

3.3. MANAGEMENT AND MONITORING

The EV accounting management system – Xero, will be used for the financial management of all EV events with the approval of invoices for goods or services managed through the ApprovalMax system.

Event Directors will, with the support of EV management, regularly monitor the financials of their event. Reports are available in Xero for each event for regular (real time) monitoring and for provision to SDC’s as necessary.

3.4. EV EVENT PROFIT-SHARING MODEL

EV is committed to supporting its event volunteers and discipline committees and to reinvesting surpluses generated from EV events back into those disciplines and events from where they originated. Surpluses generated from EV supported events are referred to as “Retained Earnings” and are “carried forward” on the EV balance sheet.

The attached model (see **Figure 2**) clearly articulates how surpluses generated from EV supported events will be distributed back into the various host disciplines.

In summary, surpluses generated through discipline events, including but not limited to those events identified in this policy, will be reflected on the Equestrian Victoria Balance Sheet under “Equity - Retained Earnings”.

In the event a discipline needs to access their funds for capital commitments they could do so, which would reduce their reported retained earnings. Similarly, in the event a discipline reports a loss, this would be drawn from their retained earnings.

A discipline retained earnings report is able to be generated at any point in time show the balance see **Figure 1** (below) and can be run individually for a single discipline or event to show their current retained earnings value.

Retained earnings - Disciplines Transactions				
EQUESTRIAN FEDERATION OF AUSTRALIA VICTORIAN BRANCH INC				
From 30 June 2016 to 30 June 2017				
DATE	DESCRIPTION	REFERENCE	NET	JOB
Retained earnings - Disciplines				
30 Jun 2016	Retained Earnings Split - Retained Earnings Split - DR Sen Squad	#33982	5,000.00	DR-SEN SQUAD
30 Jun 2016	Retained Earnings Split - Retained Earnings Split - SH-AM	#33982	5,000.00	SH-AM
30 Jun 2016	Retained Earnings Split - Retained Earnings Split - EV-MI3DE	#33982	40,000.00	EV-MI3DE
14 Jul 2016	Draw from retained earnings MI3DE for capex - Draw from retained earnings MI3DE for capex	#33977	(5,000.00)	EV-MI3DE
30 Jun 2017	retained earnings adjust FY17 - retained earnings adjust FY17 - Sen Squad	#33980	(3,587.00)	DR-SEN SQUAD
Total Retained earnings - Disciplines			41,413.00	
Total			41,413.00	

Figure 1: Proposed EV Balance Sheet – Retained Earnings Transaction by Discipline

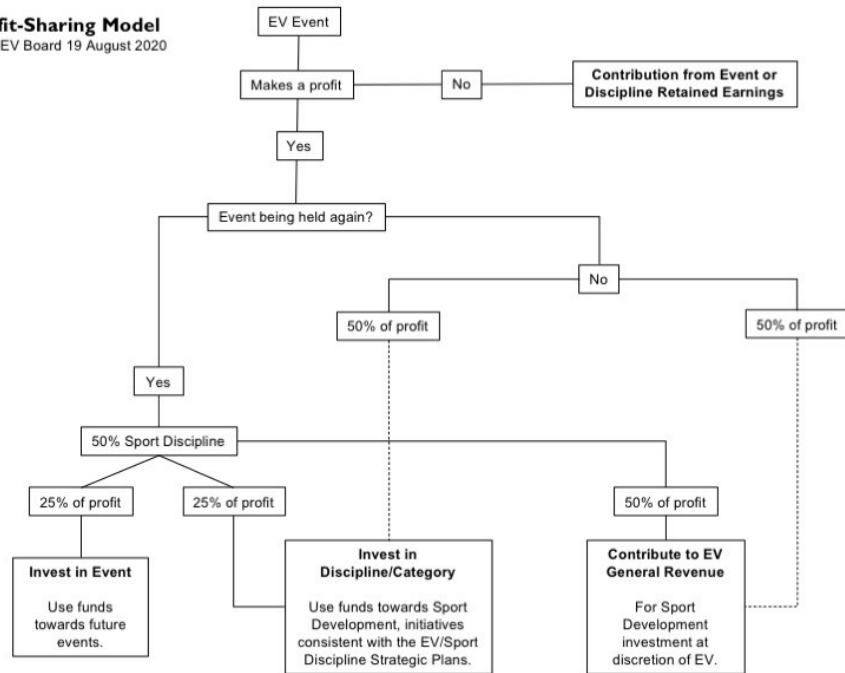


Figure 2: EV Event Profit-Sharing Model

3.5. EV EVENT ENTRY & OTHER FEES

Equestrian Victoria charges entry fees for participation in its events. Entries are collected via online platforms stipulated in section 4.0 *Technology and Event Management Platforms*. Processing fees charged by these third party providers will be passed on to participants and are payable at time of entry.

Other event related fees may include but are not limited to Administration Costs, Facility Fees, Swabbing and Medical Levies.

Fees and descriptions:

Processing Fees: Third party event entry platforms charge a percentage rate for each entry. These charges will be passed on to participants and are payable at time of entry.

Administration Costs: An administration fee will be charged to each event entrant to cover administration costs. The amount of the Administration Fee will be set by Equestrian Victoria in conjunction with each Event Director.

Facility Fees: Certain venues require a fee for the use of their grounds. This is referred to as a “Facility Fee” and is usually charged at a set rate per day/per horse. These charges will be passed on to participant and be payable at the time of entry.

Swabbing and Medical levies may also be added on to the costs of entry depending upon the event.

3.6. EV EVENT CANCELLATION & REFUND POLICY

Equestrian Victoria aims to have a transparent cancellation & refund policy that covers all EV events. Equestrian Victoria's Cancellation & Refund Policy is as follows;

EV or the Organising Committee may cancel the event due to catastrophic conditions, disease or force majeure, or for any other reason at its absolute discretion.

If the event is cancelled after it has commenced there will be no refunds.

If the event is cancelled prior to commencement the entrant may be entitled to a proportional refund of the entry fees paid. Any such refund will be determined at the absolute discretion of EV, having regard to the direct or fixed costs for the event.

Entrants who have provided with their entry an email address and/or mobile phone number will be notified of event cancellation by email and/or text message.

The refund policy for withdrawal, scratching or change of an entry is set out in the Conditions of Entry Release and Indemnity.

4.0. TECHNOLOGY AND EVENT MANAGEMENT PLATFORMS

Equestrian Victoria aims to collect entries for all events via proven online platforms. Preferred suppliers of these platforms include Nominate, Global Entries Online and Event Secretary.

The current platforms are being used to collect entries for Equestrian Victoria Events;

- Nominate (www.nominate.com.au)
- Global Entries Online (www.globalentriesonline.com.au)
- Event Secretary (www.eventsecretary.com.au)

5. EVENT RISK MANAGEMENT

Equestrian Victoria will ensure that all events will have a risk management policy as per the Equestrian Australia Risk Management Guide.

RELATED DOCUMENTS

- Equestrian Victoria Constitution
- Equestrian Victoria Sport Discipline Bylaws (2010)
- Equestrian Victoria Financial Policies and Procedures Manual
- Equestrian Victoria Events Financial Governance and Profit Share Policy
- Event Director Contract Template
- Equestrian Australia Risk Management Guide

END