

SBP



EQUESTRIAN
VICTORIA



Att: Matthew Brown
CEO - Equestrian Victoria

Equestrian Victoria

Jumping Victoria Strategic Advisory

SBP REPORT – COMMERCIAL IN CONFIDENCE

Engagement and Objectives

In February 2019, SBP was engaged by Equestrian Victoria (EV) to undertake a strategic review of the structure and delivery of Show Jumping in Victoria. The project objective was to deliver a robust Jumping Victoria Committee and EV Board paper, which:

- Provides evidence and analysis to validate and support the strategic direction of the Jumping Victoria Committee over the next 3-4 years;
- Informs the process to secure member support for the strategic direction, and;
- Establishes systems and process for managing and implementing the strategic direction.

Project Methodology

The review methodology included:

- Project scoping and planning meeting;
- Primary research comprising a Jumping Victoria Committee workshop (via provision of discussion questions) and six phone interviews with key stakeholders (judges, stewards, event organisers and administrators);
- Additional desktop research to validate findings, and;
- Provision of a final report, documentation and strategic reporting frameworks, specifically addressing the project objectives.

Strategic Context

Jumping is one of the key equestrian sport disciplines in Victoria. Although each discipline has its unique attributes, nuances and priorities, ultimately it is important for each key discipline to align with the broader Equestrian Victoria 2018-2022 Strategic Plan. The recommendations of this project will therefore need to align with the strategic pillars of the Equestrian Victoria 2018-2022 Strategic Plan being Industry Leadership, Sport Development, Facility Oversight and Organisational Excellence.

This Document

This document is a formal record of the complete project.

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Current Situation Analysis

Current Issues

The Jumping Victoria Committee recognises that the discipline faces a changing marketplace with competing internal and external influences. As a result the JV Committee is concerned about the ongoing sustainability of the discipline if the status quo was maintained. The challenges include but are not limited to:

- Inadequate numbers of officials to cover existing and additional Jumping events in Victoria.
- Lack of structures and processes supporting new or recently accredited officials who require experience to develop their skills – before they can take lead roles at events.
- Significant pressure on a limited number of officials who are being stretched too thin by the demand for their expertise at events i.e. course designers.
- Insufficient number of suitably qualified and experienced Victorian officials to enable Victorian event organisers to run international standard events.
- Limited resources to invest in training courses and clinics for jumping officials – and other activities to improve sustainability.
- The evolution of technology and the provision of consistent technology across events
- Time poor volunteers and an increasing expectation that paid staff assume responsibility for what has traditionally been volunteer role

Key Research Findings

- The demand for officials is a constant issue for the sport and will likely become a limiting factor if new methods or support to accredit and develop new officials aren't identified. The analysis demonstrates a need for an additional 30-40 Level 2 Officials, with judges and course designers being top priority.
- The qualitative findings suggest the most important priority is to provide a system which enables new or inexperienced officials to gain experience, rather than having more accredited officials.
- Event organisers may be open to co-funding the expenses/supporting inexperienced volunteers if a formal buddy/mentoring system was established for inexperienced volunteers to work alongside their more experienced counterparts.
- The timing and communication of officials clinics must improve to enable more people to plan their attendance and maintain their credentials.
- Some officials are officiating up to nine events, totaling more than 20 event days per year.

Current Situation Analysis

Jumping Events Calendar

The following summary table is from the Equestrian Victoria website records of the Jumping events from 2018 and those currently scheduled for 2019.

	Tier 1	Tier 2	Tier 3	Tier 4	Total
2018	9	8	13	12	42
2019 (currently scheduled)	2	3	14	5	24

Based on 2018 data the annual requirements in days for officials are:

Days Required (average 2 days per event)	Level 1	Level 2	Level 3
Judges	42	124	54
Stewards	16	16	54
Course Designers	42	124	54
Total (days)	100	264	162

2019 Accredited Officials versus Annual Requirements

The following table demonstrates the significant shortage of Level 2 officials.

	Level 1	Level 2	Level 3
Judges	15	3	13
Stewards	5	3	2
Course Designers	14	6	8
Total	34	12	23
Active Officials (40%*)	14	5	9
Event days per active official	7	55	18

* Notional figure provided by Jumping Victoria Committee.



Strategic Options Analysis

The issues and findings outlined on the previous page suggest that growth in Jumping in Victoria is somewhat constrained and that in the longer term its viability may be questionable. Certainly, a pro-active approach to addressing these challenges is needed and evidence supports the intention to invest new resources into the jumping discipline's: officials pathway, equipment and technology resources and event specific support.

The Jumping Victoria Committee are currently reviewing two options to enable the new resources to be invested.

- **Option 1** - introduce a new Jumping Victoria Membership with an associated fee paid by each member. The money would be paid into a central fund, which would be administered by the Jumping Victoria Committee and used to invest into the officials pathway.
- **Option 2** - increase the existing Equestrian Victoria Jumping License levy, which is paid for each horse which competes in EV sanctioned events. The money would be paid into a central fund, which would be administered by the Jumping Victoria Committee and used to invest into the officials pathway.

Each option was tested throughout the primary research phase and the following table summaries the key findings.

Option	Strengths	Weaknesses	Overall Assessment	Other Comments
<p>1</p> <p>Introduce a new Jumping Victoria Membership</p>	<ul style="list-style-type: none"> • Enables people to choose if they wish to become members or not. • Model has been implemented in NSW. • Creates a platform which could generate broader benefits among members such as building a sense of community among riders. 	<ul style="list-style-type: none"> • Becomes <i>"yet another new fee"</i> which competitors have to pay (entry fee, stable fee, vet levy, etc. • Does not provide an equitable contribution as it's based on per person, rather than per horse. • Membership systems always require new administrative tasks. 		<ul style="list-style-type: none"> • For either option, the key to success will be how the option is communicated to the riders, and then how the committee will continue to be transparent with its activities and reporting of progress. • Ultimately the riders will support the initiative if they understand the need for it, and can see a tangible improvement based on the successful implementation of the strategy. • It is worth noting the importance of adding value to the riders so incorporating a future fund, to support rider-focused initiatives should be considered.
<p>2</p> <p>Increase the existing Equestrian Victoria Jumping License levy</p>	<ul style="list-style-type: none"> • All of the administrative functions are existing, minimising any additional tasks. • The dollar amount increase will be less expensive than the membership fee alternative, as more people will pay a lower amount. • More equitable as based on per horse, in line with current event entries etc. 	<ul style="list-style-type: none"> • It becomes compulsory for everyone. • Places more pressure on Equestrian Victoria as the riders are <i>"already paying a levy which they arguably do not see much value from"</i>. • As the levy has a broader purpose, it will potentially become harder to continually increase than a membership, where it may be easier to explain and justify. 		

Recommendations, Communication and Implementation

Recommendations

As outlined on the previous slide, **the preferred recommendation is to pursue “Option 2: increasing the existing Jumping License levy”**. The key supporting rationale for this result is the less significant impact it will have on riders as there are no new fees or forms to complete, and the streamlined process for implementation given the systems are already in place. The specific amount by which to increase the Jumping License Levy will need to be determined by the committee to ensure an appropriate level of funding is available to implement the desired improvements within the sport. This decision would be determined by an equation: cost of activity/initiative(s) divided by Jumping licenses equals investment per license.

At this point, the following may be an indicative guide for the Committee to discuss and refine.

Revenue			Investment (Annual)			
FY20 Licenses (based on FY19 Actual at 31 March 2019)	Contribution (per license)	Total funds generated	Officials Training	Event Equipment	Officials Trainee Support	Rider Initiatives
1,134	\$20 (increase in Levy including GST)	\$20 per license (based on \$55 license fee)	35%	35%	18%	32%
	\$35 (Existing JV License levy)					
Total changes	\$20	\$22,680	\$7,938	\$7,938	\$4,082.50	\$7,257.60

Recommendations, Communication and Implementation

Recommendations

Upon agreement on the above financial framework, the following **secondary recommendation** should be considered by the Jumping Committee:

- A clear description and explanation needs to be prepared each of the investment categories. This should be clearly documented, specifically outlining the action, the intended outcome and the benefits to the riders. The following is provided as a draft:
 - **Officials Training:** the Jumping Victoria committee will organise and run 4 training clinics each year and aims to accredit 10 new Judges and 10 new Course designers each year, while also increasing the opportunities for current officials to renew their accreditations. Over time this will support more events to run and make it easier for event organisers to find suitably qualified officials and volunteers for events.
 - **Event Equipment:** the Jumping Victoria committee will invest 25% (TBC) of its annual budget (raised through jumping licenses) into purchasing and maintaining equipment which can be used by event organisers. This may include items such as laptops and other event equipment (TBC) to improve the event experience for riders, volunteers and officials by streamlining documentation processes online and providing consistency across the sport
 - **Officials Training Support:** the Jumping Victoria committee will organise and administer a system for allocating new and inexperienced officials to events where they can be mentored by more experienced officials. Financial resources may be used to reimburse travel and other expenses, which might normally be covered by events for the more experienced officials. It is envisaged that over time this will support additional events and make it easier for event organisers to find suitably qualified volunteers and officials for events.
 - **Rider Initiatives:** the Jumping Victoria Committee will invest 25% (TBC) of its budget in new rider initiatives which will develop and improve the sport. A separate criteria will be established to ensure a robust, objective and transparent process is in place to decide upon these initiatives. This may include developing a new introductory program, grants for elite riders who have to travel for events or other - TBC.
 - **Any budgetary surpluses** will be recognised as “Retained Earnings” and recognised as such on the Equestrian Victoria Balance Sheet and be available for Jumping Victoria initiatives for the following year.

Recommendations, Communication and Implementation

Draft Strategic Framework

The following draft strategic framework has been developed to provide an actionable roadmap for implementing this recommendation. It will guide the actions of the Jumping Victoria Committee over the coming three years and provides consistency in structure with the overarching strategic direction of Equestrian Victoria. It will also become a reporting tool to ensure transparency is maintained with key stakeholders. The Jumping Victoria Committee should workshop this structure to refine and finalise it.

Strategic Pillar	Actions	Timeframe	KPI/Success Measure
Industry Leadership	<ul style="list-style-type: none"> Engage with other state organisations, Equestrian Australia and other equestrian bodies to share progress and provide guidance. Lobby EA on behalf of the Victorian Officials to ensure Level 3 training courses are run in Victoria – at appropriate times in the calendar. 	<ul style="list-style-type: none"> Ongoing Annually 	<ul style="list-style-type: none"> Strong profile and reputation within Jumping across Australia Successfully influence National Officials Training Calendar.
Sport Development	<ul style="list-style-type: none"> Establish and document the Jumping Officials Pathway and training calendar, including increased Judge and Course Design Courses. Set up a specific trainee program to encourage new and inexperienced officials to gain experience with their more senior counterparts. 	<ul style="list-style-type: none"> September (for following year) July 2019 	<ul style="list-style-type: none"> Publish the Officials Pathway and annual training calendar, Proactively measure (and increase) retention and progression of officials within the Jumping Officials pathway.
Facility Oversight	<ul style="list-style-type: none"> Liaise with key event organisers to ensure officials requirements for major events are not a barrier for local clubs in trying to attract major events to Victoria. 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Increase the number of national and international Jumping events held in Victoria.
Organisational Excellence	<ul style="list-style-type: none"> Provide clear, consistent and transparent communication to all Jumping Victoria stakeholders. 	<ul style="list-style-type: none"> Quarterly 	<ul style="list-style-type: none"> All EV members are informed about progress of the Jumping Strategy.

APPENDIX 1: RESEARCH OUTLINE

Introduction

Thank you for taking the time to participate in this consultation.

SBP has been engaged by Equestrian Victoria and the Show Jumping Committee to facilitate the development of a new strategy for the sport.

The Objectives of the project are to:

- Provide evidence and analysis to support the strategic direction of the Jumping Victoria Committee over the next 3-4 years
- Develop a communications plan to assist the committee members in obtaining member support for the strategic direction
- Establish systems and process for managing and implementing the strategic direction

To assist with collecting evidence for this project we have asked the Committee to nominate some key stakeholders to assist.

These consultations are confidential and we will not report any individualised comments. If we are going to use a direct quote, we will attribute it to a 'stakeholder', and not an individual.

Key Questions

1. How would you describe the current health of Jumping in Victoria and how has this changed over time?
2. How does this relate to the number and quality of officials?
 - How would you describe the difference between supply and demand at the moment?
3. What do you feel are the key priorities which need to be the focus of the Jumping Victoria strategy?
 - Test officials training, laptops and event equipment, and bespoke event support/travel expenses for officials
4. The Committee are considering options to raise funds to be able to increase investment in some of the priority areas. They are considering either:
 - a) Introducing a membership and fee
 - b) Increasing the existing licence levy
 - What do you think about these options? Test strengths and weaknesses of each
5. Do you have any other feedback for the Jumping Committee or any other ideas which could be considered through this strategy development process?

Interview Notes: Notes Worksheet

Question	Answer	
Health of Jumping in Victoria and change over time?		
Relation to number and quality of officials? Prompt supply and demand at the moment?		
Key priorities for Jumping Victoria strategy? Test officials training, laptops and event equipment, and bespoke event support/travel expenses for officials		
Option 1 Introducing a membership and fee	Strengths	Weaknesses
Option 2 Increasing the existing licence levy	Strengths	Weaknesses
Any other feedback/ideas for Jumping Committee strategy development process?		

**APPENDIX 2:
JUMPING VICTORIA COMMITTEE DISCUSSION**

Jumping Victoria Committee Discussion

1. If we continue on the current path without investing additional resources into officials training, how long will the sport be sustainable?

- Impossible to say but the general consensus was that the status quo wasn't sustainable – already we are seeing officials stretched with multiple commitments across the state, particularly at the upper end of the officials spectrum
- Feeling that without a commitment to developing the sport it would continue to flounder/wane
- Fear of losing ground / negative growth through lack of investment
- There was some discussion about JV's Purpose – are we here to build the next Olympian? Strong participation base? Both? Other?

2. What would a successful 12 months of investment look like? (i.e. is it to invest \$10k into officials training, \$10k into laptops and event equipment, and \$10k for bespoke event support/travel expenses for officials)

- The committee agreed with the suggested 3-prong investment approach but rather than say actual dollar figures probably better to allocate funds on a percentage
- Also added financial support for Victorian Representative teams attendance at events. Highlighted that other states make a contribution towards travel related costs – maybe token gesture but is well received.

3. Based on thoughts to Q2, how many new officials would be trained in Victoria each year?

- Great question and rather than put an actual numerical figure on it we thought it better to take a SMART approach and:
- Understand current number of officials at each level and
- Then establish an annual percentage increase target for each level of official

4. We discussed two models/structures. What would be the key benefits/strengths of each option:

- a) Membership (as per NSW model)
- b) Increase in Licence Levy
- This generated a lot of discussion much of it driven by personal experience (see below)
- General feeling that an increase in license fees would be the simplest/easiest way to implement based on the fact that:
 - We capture this information through licenses to compete currently where as we cannot definitively say how many jumping “members” there are in Victoria (This is a database issue)
 - There was a concern that a flat fee “per member” was beneficially biased towards persons with multiple horses, whereas a person with one horse pays the same amount
 - The (may be imperfect) analogy of the car registration was brought up – if you own 1 car you contribute road user charges (registration fees) for the car but if you own 5 cars you have to register all 5 cars, similarly if you use a toll road you pay additional but you don’t have to use toll roads – regardless fees are involved – happy to explore this with you further and I personally think we need to convey the message through other world examples
- The committee determined that it wanted to achieve an annual revenue target of \$30k to support JV initiatives

5. Equally, what might be the weaknesses/risks of each option?

- a) a. Membership (as per NSW model)
 - b) b. Increase in Licence Levy
- Membership as per the NSW – some members suggested that Victorian residents will “shop around” to get a cheaper membership and those resident within 100K of the NSW border may (and in some respects may have already) transfer to Equestrian NSW and Jumping NSW based on cost – there was a feeling that this was probably a small percentage but worth reviewing – there will always be people that try and circumvent the system
 - There was some discussion around support for Victorian jumping competitions and entry checks to ensure competitors and their horses are both registered
 - The group felt that considerable risk rested with perceived transparency to the JV “membership” about where funds are directed – I personally believe a significant stakeholder in the success of this will be the clubs, we will also need “champions” recognised people from within the jumping community acting as advocates for this initiative

6. Thinking about the longer-term, if part of the investment was retained each year in a type of ‘future fund’ what are some bigger picture thoughts/ideas where this investment could make a positive impact on the sport?

- Retained earnings being recognised on the balance sheet was seen as critical (note this process has begun)
- Committee felt that by establishing a strategic plan for the Jumping discipline and setting longer term goals that would be valuable – these included:
 - Purchase of equipment to potentially hire out to clubs for events
 - Technology solutions for running of competitions
 - Marketing and promotion for jumping
 - Transportation for equipment (apparently NSW have a truck!)

APPENDIX 3: PROJECT PLAN OUTLINE

Project Plan Outline

Objective

Deliver a robust Jumping Victoria Committee and Equestrian Victoria Board paper

Provide evidence and analysis to support the strategic direction of the Jumping Victoria Committee over the next 3-4 years

Secure member support for the strategic direction

Establish systems and process for managing and implementing the strategic direction

The Process

- Sign off on project plan outline (done)
- Draft 5-6 key questions for JV committee to discuss on Tuesday March 5th (done)
- Draft Initial communications content
- Conduct 5-6 phone interviews with stakeholders
- Additional desk research as needed
- Draft final document for initial feedback with Clint Rose/Matthew Brown – target March 15th
- Update and finalise document – end of March
- JV Committee approval – April 2nd
- EV Board approval – April 17th

The Final Document

Introduction and context (alignment with EV strategic plan and SRV Funding priorities: SVSR 2.0)

Problem statement and evidence (officials, judges, course designers, event hierarchy data and gap analysis)

Options analysis (pros, cons, implications of each model – membership or additional licencing levy)

Recommendation, rationale and implementation (includes decision making guidelines, thresholds, framework etc.)

Communications Plan and Content

Event script to illicit feedback from riders (JV Membership)

Website text to update members

Reporting template to provide progress updates to members



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