

Australian National Working Equitation

STRATEGIC PLAN 2021-2026

Approved Sept 2021
ANWEL Board

Introduction

Our commitment to success is encouraged at every level of the sport and is reflected in our 2021-26 Strategic Plan. It provides clear goals and guidance in the direction of the sport to our working equitation community and their leaders as we continue to grow and develop.

Our Strategic Plan is reliant on our five foundations:

- ▶ culture
- ▶ governance
- ▶ collaboration
- ▶ technical expertise
- ▶ financial sustainability

Our vision

Strong, united and internationally competitive.

Our vision is to be an accomplished equestrian sport in the Australia Pacific region.

Our purpose

Our purpose is to promote, develop and grow the sport of working equitation across Australia in a manner that mandates a culture of good sportsmanship, the welfare of the horse and the practice of skilled horsemanship.

Our values

- ▶ **HORSE FIRST** we are committed to the horse's welfare.
- ▶ **PERFORM AS ONE** we aim for the best partnership between horse and rider.
- ▶ **PERSONAL INTEGRITY** we always treat each other with respect and conduct ourselves in a manner that is ethical, honest and kind.
- ▶ **FAIR AND EQUAL** we are inclusive of all riders and horses so that they can compete in a safe environment from grassroots to the international arena.

Our strategic goals

embrace

EMBRACE a culture of good sportsmanship, diversity, integrity and compassion.

excel

EXCEL in competition and the development of high-performance athletes and judges who are respected internationally.

enhance

ENHANCE the capability of the working equitation horse and rider at all levels through progressive education and training programs

enable

ENABLE the sport of working equitation to be well governed with safe participation for riders, officials and volunteers

Our plan

EMBRACE a culture of good sportsmanship, diversity, integrity and compassion.

Implementation strategies:

- In consultation with members, development of organisational values and standards of behaviours.
- Review align and update ANWEL code of conduct.
- Promote the establishment of member protection officers in each State including appropriate training and available resources.
- Development and implementation of consistent sports disciplinary rules and practices across all States
- Development and implementation of a communication program that fosters collaborative behaviours.
- Development and implementation of ANWEL horse and cattle welfare policy.
- Development of a program to encourage youth participation.

Measures of success:

- Measurable reduction in formal complaints and trained MPIO in each State
- Regular National and State communications to members
- Increased membership across all ages, gender and equestrian backgrounds
- Increased number in youth membership and competitors

EXCEL in competition and the development of high-performance athletes and judges who are respected internationally.

Implementation strategies:

- Promote the development of a high-performance working equitation squads in each State.
- Implementation and continuous improvement of the Judge Accreditation Framework, including the delivery of training materials, assessments and ongoing professional development for judges.
- Implementation of a program that supports the establishment of a panel of international judges in Australia.
- Delivery of a world class National Competition – extending invitation to New Zealand
- Development of a coherent Competition Handbook for Clubs, including reliable and accessible electronic tools and templates.
- Continued alignment of the Rule Book with WAVE and international standards.
- Promote an online Leader Board for each State on the website.

Measures of success:

- Increased number of competitions held across all States
- Formation of international team
- Hosting of Trans-Tasman/ Asia Pacific/ International Competition in 2023

Our plan

ENHANCE the capability and participation of working equitation horse and rider at all levels through progressive education and training programs.

Implementation strategies:

- Development and implementation of a working equitation coaching program that supports beginner to advanced level riders.
- Encourage and welcome 'grassroots' level participation events
- Facilitation of international coaches / trainers that is made available to all States - in person and virtually.
- Create a partnership with online education and rider assessment with discounted access for members
- Development and implementation of course design guidelines and online forums.

Measures of success:

- Increase membership by at least 10% per annum
- Increased participation in and completion of ANWEL education programs
- Increased trend of rider progression through levels
- Increased number of clinics/training days across all States

ENABLE the sport of working equitation to be well governed with safe participation for riders, officials volunteers and spectators.

Implementation strategies:

- Development and implementation of contemporary and relevant safety and risk management policies, supporting procedures and compliance /assurance monitoring processes.
- Review and recommend improved insurance options for members.
- Development and implementation of robust financial model.
- Review the ANWEL and State affiliate governance and operating models, developing an optimal approach for leadership and efficacy in delivery of services and benefits for all members.
- Development and implementation of ANWEL policies and processes that promotes compliance to leading sports management practices and standards.
- Strive for 'one voice' Australian working equitation organisation.

Measures of success:

- Revised and updated ANWEL constitution that is relevant to members and promotes good governance and inclusive membership
- Minimisation of safety / risk related incidents
- Appointment of an Executive Officer by 2023

* Our implementation strategies are to be reviewed annually for continued relevance to our environment