

Horse SA 2019-2021 Strategic Plan



Photo: S Ellis

Introduction

The work of Horse SA incorporates all sectors of the horse industry and community, with a specific focus on sport and recreation activities. The horse industry and community includes all horse owners, non-profit organisations, venues and horse-related businesses. The objects of Horse SA are:

To represent, advocate and promote on behalf of:

- **The horse community** (including those people who provide support or volunteer their services to the horse community) ,
- **The horse industry** (including non-profit organisations, related businesses and service providers),
- **Horse-related recreation, sports and other activities**, and
- **The horse**, as part of our culture and our heritage

(herein known as the collective).

Responsibility

The overall responsibility for the strategic direction of Horse SA lies with the Management Committee (Board) of Horse SA. Members, including volunteers and staff, undertake the implementation of the plan. This Strategic Plan is a “live” document, able to respond to or reflect current day issues.

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Goal 1: Organisational sustainability

Performance target: To sustain and grow Horse SA

Key Strategies: ***Members:*** Continuous membership engagement in organisational direction and reporting
Financial: Viability, alignment with the National Not-for-profit Chart of Accounts, independently audited
Governance: Horse SA Constitution, strategic plan, policies and practices regularly reviewed

Performance measures: Sustainability of Horse SA is measured through flexibility in meeting interests central to members, remaining financially viable and operating within recognised principles of good governance.

Action item	2019	2020	2021
Members	Review and update voting section of Constitution	Conduct member satisfaction survey	Implement findings of member satisfaction survey.
Financial sustainability	Introduce three new passive income sources: <ul style="list-style-type: none">- online conference- social media platform advertising- affiliate marketing partnership.	Improve efficiency in financial management systems, investigate MYOB onto Cloud	Engage members in identified areas of financial decision-making, and inform of project implementation.
Governance	Recruit two new board members. Train board members.	Evaluate and update board member induction program.	Liaise with Office for Recreation, Sport and Racing to access platform for voting by regional members.

References: [Club](#) and [business](#) member listings
[Constitution](#), [policies](#), strategic plan, [join Horse SA](#)
[2016/17 Annual report and audit of financial records](#)
[Current Horse SA Management Committee members](#)

Goal 2: Consistent communication

Performance target: To provide consistent, timely communication for members and stakeholders

Key Strategies: Communicate and contribute to:

- public consultations, public meetings, project teams, technical advisory roles and other opportunities to advocate for sport and recreation horse-related activities and services
- forums for the discussion, investigation and resolution of relevant matters of interest to the collective

Performance measures: Activity and analytics for Horse SA communication channels

Action item	2019	2020	2021
Advocacy	Raise awareness among members of emerging topics: <ul style="list-style-type: none"> - updated child protection legislation - national horse database - review of <i>Biosecurity Act (2015)</i> 	Develop new professional networks in the non-profit sector to retain volunteers and build skills base.	Identify options for increasing community-based and individual social advocacy with resources supported by Horse SA (social license to operate).
Communication	Expand social media networks to attract younger demographic.	Increase options for people to communicate online (supported by offline options) to resolve issues and share best practice.	Undertake environmental scan to identify opportunities for new communication methods with members, e.g. the Internet of things.

References:

Primary communication channels [Website](#) [Facebook](#) [Twitter](#)

Secondary communication channels [Slide share](#) [YouTube](#) [Flickr](#) [Instagram](#)

Special interest website [My Horse Disaster Plan](#)

Goal 3: Provide services

Performance target: To provide leadership, advocacy, communication and education services which support coordination, sustainability, planning, development, education, knowledge, skills and capacity within the collective

Key Strategies:

- Trails** includes Recreation SA State Trails Plan, Kidman, Tom Roberts and Kersbrook Trails, shared trails
- Facilities** includes state, regional and local venues, support for management and users
- Clubs** includes support increased participation, volunteer management, club service delivery
- Sustainability** includes workplace safety, sport and recreation horse welfare, regulatory compliance
- Emergency** includes biosecurity, large animal rescue (LAR), bushfire and building community resilience
- Horse keeping** includes land care, planning regulations, environment, horse care
- Road safety** includes road use by riders, trails on road related areas, horse transport
- Cultural heritage** includes the continuum of tangible and intangible horse-related culture

Performance measures: Horse SA is actively engaged in the key strategy areas

Action item	2019	2020	2021
Recreational trails	Implement priority tasks identified in Kidman Trail project, and support Office for Recreation, Sport and Racing agreement reviews: <ul style="list-style-type: none"> - Battunga Road crossing. 	<ul style="list-style-type: none"> - Continue implementing priority tasks and liaise with City of Onkaparinga regarding Tom Roberts Trail review. commence - Nairne campsite upgrade 	Continue implementing priority tasks identified in Kidman Trail project.
Sport and recreation facilities	Develop horse trail infrastructure guidelines.	Respond to requests for information regarding creation of state and regional infrastructure projects.	Review state planning legislation for impact on horse activity programs.
Sport and recreation clubs	Support professional development of volunteers in child safety through delivery of two events (one online, one offline).	Support professional development of volunteers in workplace safety / incident management.	Support professional development of volunteers in environmental management / climate change.

Sport and recreation sustainability	Focus area: 'Social License to Operate' for horse sports and sport horse welfare.	Focus area: equine law education	Focus area: event management professional development (new biosecurity legislation).
Emergency preparation	Consult with stakeholders on development and adoption of standards for incident management at horse events.	Engage horse organisations in personal and horse event emergency plans education.	Support clubs to develop integrated emergency plans.
Horse keeping	Develop annual calendar of jobs for horse properties.	Prepare activity plan to comply with Landscapes South Australia Bill introduced in 2019.	Review state planning legislation and its impact on horse keeping.
Road safety	Review and update 'horse riding on roadways' information booklet	Engage community road safety groups and support with horse-related resources	Review Guidelines for the Management of Roadside Vegetation in relation to trails adjacent to roads.
Cultural heritage	Seek input from members regarding Horse SA 20 years' celebration.		
Industry Development	Engage with international horse council(s), e.g. France, UK, Canada. Ongoing participation with national inquiry into horse traceability database.	Provide information, examples to members on opportunities for increased participation economic development.	Support clubs and businesses to adopt and use technology to increase efficiency.

References:

Trails: [Trails](#)

Facilities: [Facilities info page](#) [Facilities Google Map](#)

Clubs: [Club development](#) [Child Safe Environments](#)

Sustainability: [Horse welfare and well-being](#) [Equine Workplace Safety](#)

Emergency: [My Horse Disaster Plan](#), [Biosecurity](#) [Large Animal Rescue](#) [Bushfire Planning](#)

Horse keeping: [Horse & Property Management](#)

Road safety: [Horse Road Safety](#)

Cultural heritage: [Tom Roberts Legacy Project](#)

Goal 4: Legislation, regulations and policy

Performance target: To provide leadership, advocacy, communication and education related to legislation, policy and proposals relevant to the interests of the collective, in order to sustain and grow horse activities.

Key Strategies: *Trails* including road closures, by-laws, open space, greenways, national parks, beaches, rail trails
Horse keeping including state planning regulations, LGA Development plans, environment, water
General issues including animal welfare, vocational education, road rules, tourism, research

Performance measures: Horse SA advocacy website page demonstrates regular organisational activity in key strategy areas and opportunities for members to participate in community consultations.

Action item	2019	2020	2021
Recreational trails	Develop Horse SA guidelines for trail riders – for non-club riders (includes regulatory aspects)	Develop fact sheet on camping with horses	Review legislative changes affecting trail and beach riders (e.g. Landscapes South Australia Bill), and develop fact sheet.
Horse keeping	Advocate for removal of ‘hand feeding’ from state regulations.	Investigate gaps in planning framework, particularly on public agistment and open space	Develop fact sheet on new planning legislation and horse keeping.
General issues	Advocate, communicate and educate in relation to emerging issues, e.g. national horse database, biosecurity law reform.		

References: Horse SA [advocacy](#) page lists issues and activities
Horse SA e-news communicates regulatory and policy updates