



Showing the way

Show Horse Council of Australasia Inc.
PO Box 776
Richmond NSW 2753

16 July 2019

Dear Member

**SUBJECT SHCA Future Directions Committee and Forum
Grand National Feedback and SHCA Member Survey #1**

ENGAGE – REFRESH – CREATE – EMPOWER - COMMUNICATE

1. Introduction

What an exciting and refreshing weekend! On Saturday 13 July, the inaugural SHCA Future Directions Forum was hosted by the Future Directions Committee (Sarah McKenzie, Steve Elliott and Tony Norris) at the Branksome Hotel, Mascot. Approximately 70 attendees represented a true cross-section of our membership base who willingly gave up their free time to participate in developing the SHCA of the future.

The Future Directions Forum was an initiative that evolved from our recognition that the structure and processes of the Show Horse Council of Australasia were a little behind the times when we compared ourselves to like-minded organisations. The show world is unique and the foundations of the SHCA are based on history and tradition, but it suffers from a lack of good, current governance structures with a clear alignment of rules. The ageing processes and procedures restrict the ability for the sport to grow and prosper.

The Forum was also about inclusion, open communication, and providing a platform where people could speak candidly about the sport and the organisation. We need to establish clear pathways, such as the forum, to assist every demographic of the member base to communicate better and participate and promote the sport.

2. Open and Honest Discussions

The demographic of the group was very broad and comprised breeders, competitors, volunteers, sponsors, parents, income earning professionals, and representatives of like-minded organisations who possessed an impressive range of personal skills and show horse knowledge. The forum attendees collectively agreed to a day of honesty, transparency, accountability, respect, inclusion and a host of other important considerations that supported their ability to speak freely without fear or favour.

We commenced the day by analysing the SHCA and looking at the positive and negative attributes of the organisation, our membership base, and the reasons why a person may want to be part of the SHCA. This analysis involved everyone within the forum having input.

Everyone was divided into designated focus groups who were responsible for reinventing the Show Horse Council by looking at the purpose of the organisation and its brand, logo and tag line, governance and policies, judges' scheme, membership structure, potential risks to the organisation and identifying the strengths/weaknesses/opportunities and threats (SWOT) of the Council.

During the forum, it was very apparent that there was considerable confusion with the current structure of the organisation, and that this structure and our current processes are having a significant impact on our ability to move forward. Much time was spent on identifying the challenges of the current structure and refreshing it to one that represented less confusion, provided clear pathways, redefined roles and responsibilities and represented strong governance principles that were consistent with legal requirements. This was a huge challenge as everyone at the forum was required to leave historic and preconceived ideas at the door and forced to think outside the box and look at something futuristic.

3. Structure Options

Not only is the current structure very complex and met with legal, compliance and governance challenges that we are addressing, it is inequitable. The following is a very brief overview of income received by the SHCA versus income received by Affiliates (NSW Clubs) and Constituent Affiliates (State and NZ Clubs)

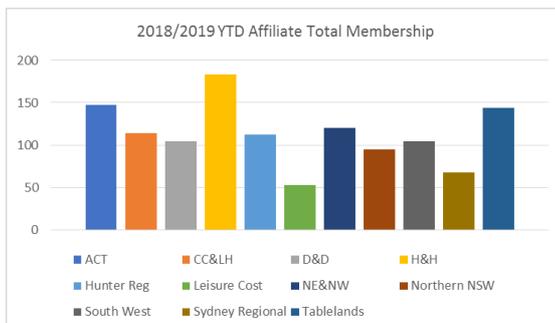
SHCA Head Office derives income as follows:

- Horse Registrations
- \$11 (Inc. GST) per NSW member
 - o NSW has approximately 1240 members
- State Constituent Affiliation (Club) fees
 - o \$500 per State Club & New Zealand
 - o All other States and New Zealand have 2370 members
- SHC hosted Grand National Qualifying Show Fee
 - o \$500 per show
 - o NSW Grand National qualifying shows do not pay the fee
- Affiliation with select qualifiers. E.g. Geelong, Toowoomba, Gosnells etc.
 - o \$500 each per Affiliation
- Grand Nationals profits (if any)
- NSW HOTY and NSW Pacific Coast profits

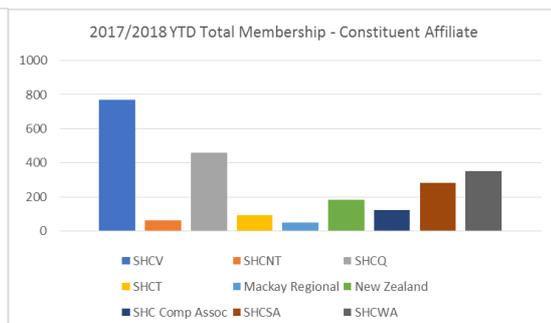
Each SHCA Affiliates (NSW Clubs) and Constituent Affiliates (States and NZ Clubs)

- Retains all membership fees
 - o Excluding \$11 (Inc. GST) paid by NSW members to SHCA
- Pay insurance as determined by membership base
 - o The SHCA insurance costs are fixed and insurance is a membership benefit
- Retain the profits of each Grand National qualifying shows and all other events hosted
 - o Excluding NSW HOTY and Pacific Coast whose profits go to SHCA

NSW Affiliate (Club) Numbers



Constituent Affiliate (State & NZ) Numbers



This is a complex process and more time and information is required to determine a future structure of the organisation that is equitable for all members – no matter where you are located. To assist, we are working towards providing you with samples of various structures that are in place for large not-for-profit organisations.

What we must remember is that we are not alone in this journey. Change has been happening across other parts of the not-for-profit sector for the past five to ten years and we must not continue to be left behind. Many other organisations have gone through this change which has redefined participation for their members, plus there is considerable pressure on our sector to ensure good governance. The SHCA has grown to such a national and international (NZ) beast that we would be considered a medium-sized business with significant multi-national turnover, whose membership base is approximately 3300 members, and whose footprint within the equestrian world has spread so dramatically that it must have a structure that can provide the necessary support to its members, at the same time protecting you and SHCA itself.

The forum overwhelmingly supported the need for change and the need to address these challenges. Our commitment to achieve this positive change is to:

- work through a careful and well-planned consultative process and include valuable input from all SHCA members and stakeholders
- create the transparent structure in a collaborative process
- develop trust and have confidence in achieving results
- working collectively to deliver long-term sustainable organisation that protects the sport and its events.
- enable the sport to grow and include pathways for inclusion for new riders of any age and background to participate
- highlight the social, physical and mental benefits of the outdoor equestrian industry
- provide high performance and recreational pathways that will encourage more participants

4. Delegates Discussion and Solution

Flowing on from the Future Directions Forum, Sunday 14 July was day of further discussion with the delegates. Again, we all spoke openly and freely as we worked through the next steps. From our meeting, we unanimously agreed to communicate directly with members so that we can gain your trust in providing honest feedback to us directly and confidentially. This will enable us to collate information easily and effectively as we explore various options for change with you and include you in every step of the journey. It is your Association and we highly value your input.

In summary, the delegates agreed:

1. The SHCA move forward to become compliant under the NSW Incorporations Associations Act 2009
2. The Secretary manage the day to day running of the organisation
3. **Extend the existing membership, including insurance, of SHCA members until the end of September 2019**
4. Maintain the existing delegates within the Affiliates and Constituent Affiliates until the end of September 2019

The extension of memberships and SHCA insurances allows us time to address a range of matters that we are reviewing. **All SHCA sanctioned events will proceed as normal with no impact to the events or our members.**

5. Surveys and Feedback

Recently, the SHCA undertook its first ever Member Survey. The response was incredible, with over 900 respondents providing vital information to the SHCA. Data suggests that a response rate to a survey of people external to a company of between 10-15% is great, our response rate was comparatively outstanding! Well done everyone 😊

Members were also provided the opportunity to provide feedback on the 2019 Grand Nationals. The response was again overwhelming with so many great ideas, suggestions, and recommendations.

I have undertaken a comprehensive review of the Grand Nationals with a large number of recommendations. As you will see from my report, the Future Directions Committee will undertake another survey soon of SHCA members. It's time to confirm with you directly your views on pony heights, hack heights, and older horses and riders.

The willingness of members to provide feedback on specific matters is extremely refreshing and helps build a relationship based on trust and inclusion. We know you have a lot of ideas and we will try and balance these while we develop a structure that supports your direct input. The Future Directions Committee is more than happy to facilitate opportunities with you to do just that. No matter who you are or where you are, your voice is important.

6. Summary

We recognise and respect that the foundations of the SHCA are based on history and tradition, but its current governance structures are outdated and filled with legal issues. Our rules and systems need to be aligned and updated to meet legal and regulatory requirements. Our ageing processes and procedures restrict the ability of the sport to grow and prosper and the brand has been left unprotected.

This is the first time that such a comprehensive review of the SHCA have ever been undertaken and the Future Directions Committee is working extremely hard to address each issue. I cannot reinforce enough the amount of hours, effort, passion and emotion that has gotten us this far. We are committed to the future of the sport and we are determined to deliver change. There is a lot of work ahead of us.

We do have restructuring to do, but that is easy when you have the right people to guide and protect you. As we continue to evolve and develop the organisation into one that truly represents and listen to its members, this is an exciting time for the SHCA.

Gossip is when you take rumours (unconfirmed pieces of information) and pass them along, spreading false statements. Instead of listening to gossip, please ask a member of the Future Directions Committee directly for the truth. We will be very open and honest with you.

The Future Directions Committee will continue to communicate openly and directly with each of you as we progress through the various stages of change. Should you have any questions, please feel free to contact me or a member of the Future Directions Committee.

Kind Regards,

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