



STRATEGIC PLAN

2024-2027

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Introduction

This strategic plan has been developed to provide Dressage Tasmania (DT) direction for the future, and a structured, planned, consistent and methodical approach in line with the growth of the organisation.

State Dressage Authority (SDA) and Zone Committee members attended a planning session to review the 2020-2023 Plan, facilitated by Alana Fazackerley, Project Advisor at Active Tasmania, at Evandale.

Prior to the planning session a survey was distributed to DT members which invited feedback and ideas as to the past, present and future of the organisation. Valuable information was gained from the process. Of approx. 80 members at the time of the survey, 24 responses were received.

Those attending the planning session were:

Judy Atkinson (Chair)	Sandra Butorac (N Zone)
Sue Lamont (Vice Chair)	Suanne Lawrence (S Zone)
Alana Fazackerley (Secretary)	Tania Hay (SDA apology)
Penelope Moore (SDA Committee)	Heather Stewart (SDA apology)
Linda Smink (NW Zone)	

Following the planning session, a draft version of the plan was presented to the SDA for review and a final draft distributed to Zones for feedback.

This final version is the result of consideration of all feedback, survey results, input at the planning session, roles and responsibilities, stakeholder analysis, PEST and SWOT analysis and investigation of DTs current and future business intentions and needs.

This document represents the completed and endorsed plan.

It is the intention of the SDA to

- publicise the plan to members and stakeholders
- action the plan, and
- monitor and review the plan's progress.

The SDA will monitor the plan at its meetings over the three-year lifespan of the plan, and conduct a review of the plan annually to update, consider relevance and inform future development.

Through attendance at the planning session and effort and ideas put forward by those involved, it is believed that this plan reflects the needs and aspirations of the general membership.

Strategic planning

This plan has been prepared to provide a roadmap for dressage to operate and grow over the next three years.

Strategic planning looks at where an organisation is going, how it's going to get there and how it will know if it got there or not. The focus of a strategic plan is usually on the entire organisation, while the focus of a business plan is on a particular project, service or program. The way that a strategic plan is put together depends on the nature of an organisation's leadership, culture, environment and size.

One of the main focuses in the planning process, was that the key pillars, objectives, strategies and actions were **achievable** and **reasonable**.

Throughout the planning process, the attitudes and ideas of those involved have been inspiring and positive. The organisation has a bright future and will only be strengthened by maintaining and increasing involvement

and contribution from members and stakeholders.

The plan has combined a set of foundation statements, values and direction which are common, shared, structured and provide direction for the future. It is recognised that the volunteer base is limited, with those doing the majority of tasks at risk of burnout. There are some challenges to the process and they cannot be met by continued effort of a few people. All members are encouraged, invited and welcome to be a part of bringing this plan to fruition. Members are encouraged to see their membership as not just riding, but owning their organisation – be involved!

Some thoughts on strategic planning:

- If you don't know where you are going you will never get there
- Plans are nothing but *planning* is everything
- Planning is an *ongoing* process not an immediate solution to all problems
- Failure requires no planning
- Planning should provide:
 - a clear and common direction, and
 - measurable pillars, strategies and actions that describe what to prioritise.

Plans determine where an organisation may be heading, and what the key priorities for the future are. Further planning might be necessary, and specific plans might be needed to service projects, key areas of business, financial planning and/or facility management.

The operational plan embedded in this strategic plan (Attachment 1) can help define specific actions, timeframes, responsibilities and resources required.

Guiding aims of the plan include:

- Identification of pillars and ways of achieving them
- Facilitation of viability and success
- Response to issues and opportunities
- Work towards better efficiency and effect in doing things together
- Communication with others, and
- Consensus with a cross section of the organisation.

The SDA

Dressage in Tasmania began 8 February 1971 with a meeting of a small but enthusiastic number of individuals. The history of dressage has been documented and can be viewed [here](#).

Equestrian Tasmania (ET) is recognised by Equestrian Australia (EA) as the sole sporting power for the enforcement of the present statutes, regulations and control of the sport in Tasmania.

Dressage Tasmania complies with the Code of Conduct for the Welfare of the Horse, developed by the FEI and adopted by EA, which can be viewed [here](#).

DT is regulated by rules adopted by EA which enforces the rules to all affiliated organisations conducting dressage events on behalf of EA. They follow as closely as possible the rules laid down by the Fédération Equestre Internationale (FEI), and can be viewed [here](#).

The rules contain separate rulebook documents pertaining to running of events.

The EA Equipment Annex provides clarification of permitted and non-permitted equipment for all dressage competitions, and available [here](#).

DT operates under its own Constitution, and is a member of ET, under the auspices of the ET Constitution.

Objects under the DT Constitution are to:

- (a) recognise EA as the FEI recognised national federation for the Sport in Australia and to act

as a member of ET in accordance with the Statutes and Regulations and the ET Constitution;

- (b) conduct, encourage, promote, advance, control and manage all levels of the sport in Tasmania interdependently with Members and others;
- (c) foster and encourage horsemanship in all its forms;
- (d) conduct elite State level competitions;
- (e) adopt, formulate, issue, interpret and amend by-laws, rules and regulations for the control and conduct of the sport in Tasmania in keeping with the terms of the Constitution and the ET Constitution, as amended from time to time;
- (f) encourage the provision and development of appropriate facilities for participation in the Sport;
- (g) maintain and enhance standards, quality and reputation of the Sport for the collective and mutual benefit and interests of members and the Sport;
- (h) use and promote the Intellectual Property;
- (i) promote the Sport for commercial, government and public recognition and benefits;
- (j) promote, control, manage and conduct competitions and championships;
- (k) undertake other actions or activities necessary, incidental or conducive to advance these Objects;
- (l) have regard to the public interest in its operations; and
- (m) encourage and promote widespread participation in the Sport to enhance opportunities for every participant to reach levels appropriate to their ability and aspiration.

DT is the governing body for dressage in Tasmania. It is one of six equestrian sports governed by ET. Major external factors which may have an influence on its operation include:

- Recession,
- Animal health and welfare,
- Increased economic and physical pressures,
- Possible future pandemics,
- Sustainability of environment for recreational activity,
- Competing against other disciplines and sporting clubs/organisations for funding and people,
- Volunteer access and management,
- Facility, infrastructure and equipment sustainability and maintenance,
- Grounds' maintenance and compliance,
- Demographics and an ageing population,
- Time poverty,
- Regulatory requirements,
- Insurance,
- Funding,
- Judge education and access,
- Official education and access,
- Technology: social media, web site, Nominate, online meetings,
- Organisational culture, diversity and equality and
- Competing priorities.

Participation

To create great sporting environments and experiences, where individuals of all ages, backgrounds, genders and abilities can come together to access the benefits of dressage.

(Reference Australian Sports Commission – Play Well Sport Participation Strategy)

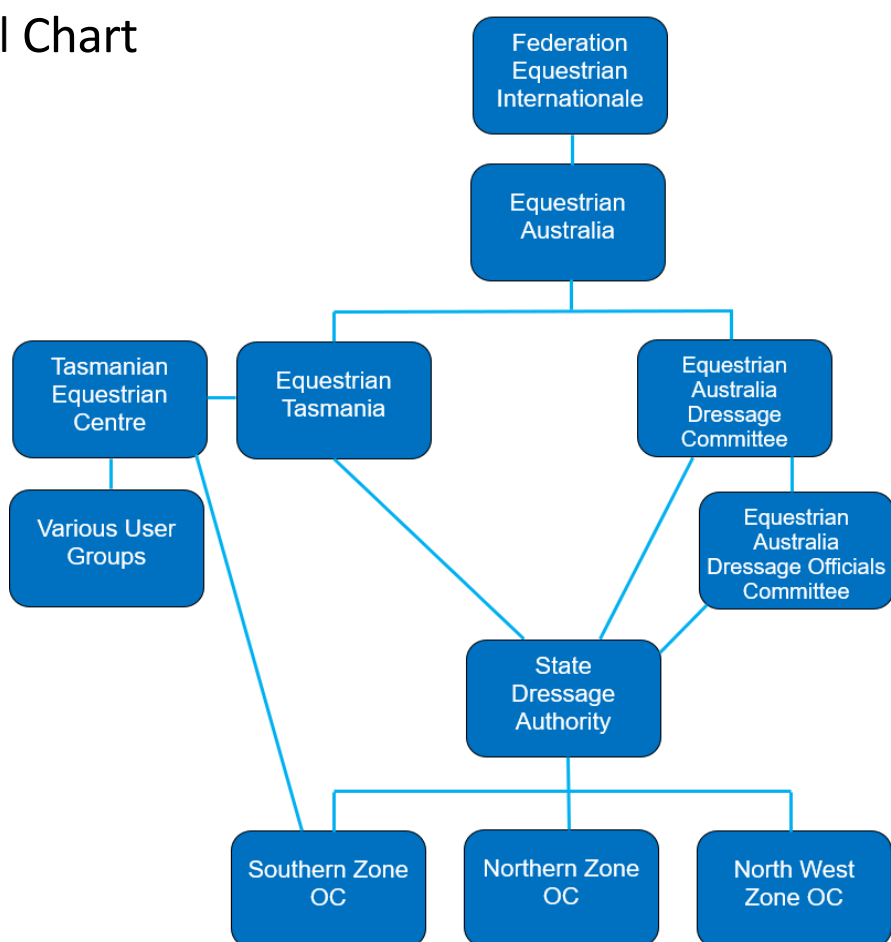
Following the implementation of the Australian Sports Commission's Play Well Strategy (Everyone has a place in sport), the SDA in consultation with members developed a Participation Strategy to support, encourage and increase participation in dressage in Tasmania.

Members were invited to put forward ideas on alternative ways to participate over a four-month period. SDA and Zone representatives were invited to a planning day where information was presented and ideas discussed.

The Participation Strategy forms part of the Strategic Plan, is a working document e.g. consistently reviewed according to feedback received, and is integral to the ongoing viability of DT.

The document can be found on the DT web site with the Strategic Plan.

Organisational Chart



2024-25 SDA Committee

Judy Atkinson – Chair

Sue Lamont - Vice Chair

Alana Fazackerley – Secretary

Alison Hall - Treasurer

Tania Hay – ET Representative

Heather Stewart – Website Coordinator

Penelope Moore – General Committee

Email contact: dressagetasmania@outlook.com

Web site: <https://www.tas.equestrian.org.au/dressage/>

Membership and facilities

Dressage Tasmania has approximately 151 members covering a range of age groups, and operates predominantly from two venues; Tasmanian Equestrian Centre (TEC) at Lauderdale in the South, and the Thirlstane Dressage Grounds at the Thirlstane Golf Club in the North West which hosts the North and North West Zones.

Stakeholders

Federation Equestrian Internationale (FEI)	Volunteers
Equestrian Australia	Thirlstane Golf Club
Equestrian Australia Dressage Committee	Stewards/Officials
Equestrian Australia Dressage Officials Committee	Judges
Equestrian Tasmania	Instructors/Coaches
Tasmanian Equestrian Centre	Sponsors
TEC User Groups	Australian Institute of Sport
Zone Committees	Federal and State Governments
Members/parents/carers	Local Government

Organisational statements

Values

Values should underpin everything DT does. They are the guiding principles that provide purpose and direction and help manage interactions with members and stakeholders.

Values often have a significant impact on culture.

DT takes its Values seriously and expects members to abide by them and display behaviours that align with the Values at all times at events or when representing the organisation.

If Values are upheld by all members, culture would be inviting and inclusive and provide an environment where everyone feels accepted and respected.

Values align with the Objects of the Constitution.

6.7 General (Constitution)

(d) Members must treat all staff, contractors and representatives of the Association and all other Members with respect and courtesy at all times.

(e) Members must not act in a manner unbecoming of a Member or prejudicial to the Objects and/or interests of the Association or the Sport.

DT Values form the acronym 'DRESSAGE' making them relatively easy to remember.



Dedication	Committed to supporting dressage in Tasmania.
Respect	Everyone is valued and treated accordingly.
Excellence	Striving to provide the best possible experience.
Solidarity	We are all in this together.
Safety	Horse and rider welfare is the priority.
Access	An environment where everyone is welcome.
Growth	Nurturing membership development.
Encouragement	Dressage as a positive experience.

Mission statement

We support and promote the sustainable development of dressage in Tasmania.

Vision statement

To encourage the growth and success of dressage in Tasmania, prioritising horse welfare.

Pillars and Objectives

Governance

Provide transparency and stability in overseeing dressage in Tasmania.

Participation

Provide inclusive opportunities that cater for existing and future members.

Promotion

Grasp opportunities to create and increase awareness.

Facilities

Standards are upheld for competition and training.

Strategies and Actions

An operational plan has been developed, recording strategies and actions to achieve the objectives for the pillars, recording strategies and actions that are **SMART**:

Specific

Measurable

Achievable

Reviewable

Time bound

The operational plan also records:

- Timeframe
- Responsibility, and
- How progress will be measured, or indicators of success that will notify whether the action has been achieved.

The operational plan is included as Attachment 1.

SWOT analysis

A SWOT analysis is a planning method used to measure strengths, weaknesses, opportunities, and threats relating to an organisation. The member survey returned responses which informed the analysis that attendees undertook of each pillar to:

- build on strengths;
- be aware of, and plan to manage weaknesses;
- develop opportunities; and
- realise and plan to alleviate threats.

Strengths were recognised as features that allow advantages over others.

Weaknesses were recognised as features that disadvantage others.

Opportunities were recognised as things that could be used as an advantage.

Threats were recognised as things that could cause adversity.

Through this analysis, DT assessed where it is currently in relation to each pillar, and determined a preferred direction for the future.

Information collected as part of this stage is included in Attachment 2.

Attachments

Operational plan

PRIORITY KEY: **Priority 1**-0-6 months — **Priority 2**-7-12 months — **Priority 3**-13-18 months — **Priority 4**-19-36 months

Governance

Objective: Provide transparency and stability in overseeing dressage in Tasmania.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Review Constitution. <i>No addition, alteration or amendment shall be made to the Constitution unless the same has been approved by Special Resolution</i> Link and Link <i>Form 205 lodgement</i>	1.1 Communicate intentions with Active Tasmania to gain advice 1.2 Organise a meeting to plan the way forward 1.3 Consult with ETas 1.4 Review existing Constitution and draft a revised Constitution using the Active Tasmania Constitution template 1.5 Revised Constitution is taken to a General Meeting of members for Special Resolution 1.6 Any amendments are made 1.7 Final version of revised Constitution provided to CBOS within a month of passing of Special Resolution 1.8 Constitution is finalised	1	0-6 months	Human Technology	Committee Active Tas ETas Members	<ul style="list-style-type: none"> A reviewed Constitution reflects current business model and practices of DT

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
	1.9 Constitution is publicised and distributed to stakeholders					
2. Manage finances for present and future sustainability	<p>In communication with Zones:</p> <p>2.1 Develop a finance policy outlining fees, contributions and Zone requirements</p> <p>2.2 Reference Facilities Inventory to develop financial estimates</p> <p>2.3 Liaise with ETas to determine financial support</p> <p>2.3.1 Investigate other jurisdictions and annual sponsorship options</p>	2	6-12 months	Human Technology	SDA Treasurer	<ul style="list-style-type: none"> A finance policy outlines fees, contributions and Zone requirements is accessible Facilities Inventory informs financial estimates for compliance, development and future proofing facilities DT is aware of, and has documented, ETas financial support
3. Review membership fee structure	<p>3.1 Establish a sub-committee of interested parties representative of all Zones</p> <p>3.2 Review membership to include young rider, pony club and social</p> <p>3.3 Investigate other jurisdictions and PCAT fees</p> <p>3.4 Promote to all</p>	2	6-12 months	Human Technology	Sub-committee Zones ETas Members	<ul style="list-style-type: none"> Young rider package is developed and promoted

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
	equestrian disciplines and PCAT					

Participation

Objective: Provide inclusive opportunities that cater for existing and future members.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Implement Participation Strategy.	1.1 Diversify events: 1.1.1 Come and try days 1.1.2 Rider demonstrations 1.1.3 Encourage OTT 1.1.4 Provide on and off the horse activities 1.1.5 Cater for all disciplines 1.1.6 Encourage coaches and judges	1	0-6 months	Human Technology	Committee Zones	<ul style="list-style-type: none"> DT events calendar reflects a broad range of inclusive, accessible events for all ages and abilities Participation has increased by 10% in the first 12 months after implementation
2. Masterclass events	2.1 Investigate masterclass opportunities 2.1.1 Research other jurisdictions 2.1.2 Investigate international professionals visiting Australia 2.1.3 Aim for 3 masterclass event per year	2	6-12 months	Human Technology	Committee Zones Members	<ul style="list-style-type: none"> 2-3 masterclass events are held per year

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
3. Develop a handbook for new members	3.1 Establish a sub-committee 3.2 Investigate information and resources to support new members 3.3 Draft an electronic handbook 3.4 Provide to SDA and Zones for review 3.5 Finalise and promote	1	1-6 months	Human Technology	Sub-committee SDA Zones	<ul style="list-style-type: none"> New members re surveyed to reflect success of the handbook

Promotion

Objective: Identify and grasp opportunities to create and increase awareness.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Define consistent statewide DT brand to use in all marketing	1.1 Establish a statewide DT brand sub-committee to lead the process 1.2 Develop options for a DT logo 1.3 Distribute to Zones for review 1.4 Distribution to members for review 1.5 Finalise DT logo – to be used in conjunction with DT Mission statement	1	0-6 months	Human Technology	Sub-committee SDA Zones Members	The DT logo is consistent statewide and used on all marketing material including web site and social media – and includes the DT Mission statement.
2. Website audit	2.1 Irrelevant information is removed from the website 2.2 Information is updated and made current with consistent branding	2	6-12 months	Human Technology	SDA Zones Member	The DT website reflects current, relevant, easily accessible information
3. Review membership benefits	3.1 Investigate how DT membership benefits members	2	6-12 months	Human Technology	SDA Zones Members	DT membership brings clear benefit to members and is promoted broadly

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
	3.1.1 Review benefits 3.1.2 Improve benefits 3.1.3 Publicise					
4. Define consistent DT branding.	2.1 Form a 'branding' sub committee.	1	0-6 months	Human Technology	Committee Zones	A branding subcommittee devise consistent DT branding, including logos, which is reviewed at SDA committee level and meetings.
	2.2 Facilitate combined meeting/s with pre-determined agenda.					
	2.3 Decide Statewide DT brand including logo/s					
5. Strengthen Zone communication	5.1 Seek feedback from Zones on communication modes and frequency	1	0-6 months	Human Technology	Committee Zones Webmaster	
	5.2 Document a mutually agreed strategy/protocol					
	5.3 Invite a representative from each Zone to the DT committee. (SDA's constitution allows the ability to invite additional members with a specific area of expertise, onto the committee).					<ul style="list-style-type: none"> DT and Zones form and implement an agreed communication protocol Zone representatives attend DT committee meetings and contribute on behalf of Zones
	5.4 Send a summary of notes and key points DT committee meetings to all zones following meetings, and upload onto website					

Facilities

Objective: Standards are upheld for competition and training.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Venues meet safety compliance for official dressage events.	1.1 Locate compliance requirements for official dressage venues 1.2 Conduct audits against compliance requirements 1.3 Prioritise venue upgrades according to gaps	1	0-6 months	Human Technology	SDA Zones	<ul style="list-style-type: none"> Current state compliance data is recorded about the Tasmanian Equestrian Centre and the Thirlstane Dressage Grounds. Compliance gaps are prioritised for upgrade.
2. Maintenance and improvement of venues are ongoing	2.1 Develop a Facilities' Inventory including prioritised improvement and development projects 2.2 Develop a timeline for upgrade and implementation of new and existing facilities	2	6-12 months	Human Technology	Committee	<ul style="list-style-type: none"> A facility inventory outlines DT facilities, prioritised projects and methods of achieving within set timeframes.
3. Support Zones in ongoing preservation of facilities	3.1 Infrastructure funding is made available to Zones 3.2 Zones venue reports required 6 monthly against Item 1.2 3.3 Support Zones to make improvements	2	6-12 months	Human Technology	SDA Zones	<ul style="list-style-type: none"> Funding is available to Zones for infrastructure improvements 6 monthly facility reports are received and analysed Improvements are prioritised according to compliance requirements.

SWOT analysis

1. Governance

Strengths	Weaknesses
<ul style="list-style-type: none"> • High level of existing knowledge. • Broad membership base. • Strong and supportive Zones. • Well managed finances and administration. • Strong future planning in place. • Good relationship between SDA, ETas and national dressage committees. • Proactive application for grants and funding. 	<ul style="list-style-type: none"> • Communication. • Unclear on the roles of SDA and Zones. • Constitution needs amendments. • Office bearer burnout. • Increased expense of compliance.
Opportunities	Threats
<ul style="list-style-type: none"> • Clarify and communicate governance protocols/processes. • Review the Constitution and delineate requirements and responsibilities. • Communicate meetings for maximum input. • Increased transparency e.g. communicate more frequently and outline processes from SDA to Zones. • Improve Zone communication to members. • Consider policy development for role gaps. • 	<ul style="list-style-type: none"> • Lack of volunteers. • Risk of burnout for those undertaking majority of the workload. • Lack of understanding of roles and responsibilities. • Less finances with a decreasing membership base. • Risk of loss of key people in office bearer roles. • Dwindling experience and knowledge-base.

2. Participation

Strengths	Weaknesses
<ul style="list-style-type: none"> • Cohesive committees at Zone level • Well-structured and run competitions and training days • Growing diversity in type of events offered • Hard working volunteers, often the same people • High level of coordination knowledge and skills • Human capacity to run a statewide annual events calendar • Support/upholding of EA Rules. 	<ul style="list-style-type: none"> • Perception of the sport being elitist • Lack of volunteers • Lack of essential roles at events e.g. writers, coordinators • Reliance on technology, subject to failure, events jeopardised • Lack of information/instructions to support volunteer roles • Support for PC smooth transition to EA competition • Competitive fees • Clashing event calendars – multi-discipline
Opportunities	Threats
<ul style="list-style-type: none"> • Investigate sponsorship • Implement Participation Strategy • Incorporate Australian Institute of Sport Play Well Strategy to support and increase participation • Increase variety of events to provide increased access • Seek regular membership input/feedback to inform calendar • Create opportunities for non-riding and social activities • Develop instructional materials to upskill volunteers • Investigate webinars/online learning • Promote pathways to high achievement • Address state squad. 	<ul style="list-style-type: none"> • Cost of living • Competing equestrian disciplines and sports • Climate change – outdoor sport weather dependent • Low numbers of qualified judges and officials • Lack of pathways from grass roots to FEI • Poor culture • Horse welfare • Pony Club – competing with event calendar • Public perception of the sport • Culture, stressed volunteers lack time to communicate effectively • Dwindling volunteer base • Venue safety.

3. Promotion

Strengths	Weaknesses
<ul style="list-style-type: none"> • Web site and social media • Events Calendar • Newsletter • Key messages to Zones • Professional • Positive feedback • Admin-controlled social media • Passionate people • Well organised • Safe environment • Continuity of knowledge through membership. 	<ul style="list-style-type: none"> • Communication to members • Lack of consistency with statewide branding • Lack of volunteers • Time poverty • Inconsistencies in statewide policy • Sponsorship, support for events.
Opportunities	Threats
<ul style="list-style-type: none"> • Strengthen and update web site • Consistent statewide brand • Clear, regular communication, ensuring membership is included in Zone communications • Market to other sporting clubs and equestrian disciplines • Involvement in sport expos and promotion events • Improve communication between SDA, Zones and membership • Promote organisation Values and EA Code of Conduct • Use of alternative technology and platforms. 	<ul style="list-style-type: none"> • Brand inconsistency, unrecognisable publication/promotional material • Lack of funding • Recession, cost of living • Competition from other equestrian disciplines and sports • Technology failure • Complacency with promotional material.

4. Facilities

Strengths	Weaknesses
<ul style="list-style-type: none"> • Current venues are available and accessible • Current venues are mainly compliant • SDA Zone infrastructure funding • Proactive grant applications 	<ul style="list-style-type: none"> • Prone to inclement weather – will be exacerbated with climate change • Lack of regular compliance audits • Some safety issues • Reliant on venue management committee (TEC)
Opportunities	Threats
<ul style="list-style-type: none"> • Funding opportunities • Working bees • Development of a structured facility improvement plan • Investigate alternative venues depending on safety audits • Make use of indoor facilities • Upgrade venues with compliant amenities • Continuous improvement of facilities. 	<ul style="list-style-type: none"> • Ageing, non-compliant amenities and yards • Continued compliance capability • Inability to monitor and evaluate due to time constraints and lack of volunteer base • Funding and cost of replacement/improvements • Climate change.