



## General Manager – Equestrian Victoria

Reports To:	Equestrian Victoria Board
Location:	Werribee Park and scope for remote working
Direct Reports:	7
Status:	Full time/part time will be considered

### ORGANISATIONAL ENVIRONMENT:

Equestrian Victoria is the peak horse sports body for Victoria, with the objective of meeting the needs of 4000 individual members, as well as affiliated clubs, schools and agricultural show societies.

Equestrian Victoria supports Discipline Committees in the Olympic Disciplines of Dressage and Para Equestrian, Eventing, Show Jumping, and Federation International Disciplines of Carriage Driving, and through Equestrian Australia Endurance, Vaulting and Reining, as well as the national discipline of Show Horse and an inter school committee.

### POSITION PURPOSE:

The role of the General Manager is to work in close collaboration with the Board to deliver the overall strategic and operational direction of the sport. Ensuring the efficient day to day management of the Equestrian Victoria state office operations to best meet the members' needs.

The General Manager will be responsible for driving and guiding the growth and development of the sport from grassroots through to high performance in line with the agreed strategic plan. They will provide leadership, be responsible for overseeing day-to-day management and work to deliver agreed initiatives with Equestrian Australia.

### DIRECT REPORTS: 7

- Administration Manager
- Youth Development & Pathways
- Marketing & Communications
- Sports Development
- Workforce Education
- Event Support
- Digital Communications

### KEY ACCOUNTABILITIES

- 1) Leadership** - providing strong, effective leadership and direction to members and the sport in general. Work in close collaboration with the Board to develop and implement the strategic direction of the sport.
- 2) Management** – leading the team, you will be responsible for managing the day to day operations of the organisation, (including the people and financial aspects) ensuring the agreed operational plans are executed on time and reported to the board and members in line with the strategic plan. Ensure that that compliance and governance is well managed across all areas of the sport.
- 3) Planning and Policy** - working with the Board, staff, Committees and membership, you will further develop and implement policies and plans to grow and deliver quality services to all members.
- 4) Financial** – developing the annual operating budget and managing the operations in line with agreed goals, ensuring the ongoing financial integrity of the organisation.

- 5) **Representation and Relationships** – actively representing EV at all levels, and developing and enhancing relationships with the members, partners and stakeholders across the state. Develop and ensure a close working relationship with Equestrian Australia.
- 6) **Grow the Sport** – implementing strategies and practices to grow the participant base throughout VIC and provide pathways for riders, coaches, officials and administrators of all ages, genders and cultures throughout the State.
- 7) **Membership** – building the association’s reputation as a first-class member service organisation, driving and developing a service culture across the organisation as a whole.
- 8) **Event Management** – in conjunction with staff and various support committees, manage the delivery of events across the state.

#### **SKILLS & EXPERIENCE**

- Relevant tertiary qualifications in Business and/or Sports Management
- Experience within a sport environment, desirable but not essential
- Experience within a member focussed organisation
- Proven experience and success at a senior management level, with strong leadership skills and the ability to make difficult decisions
- Relationship management skills
- Clear communication skills with an ability to set goals in line with the strategic direction, ensuring these are met
- Experience in developing and managing operating budgets
- Experience in event management
- Highly developed verbal and written communication skills
- Understanding of working with volunteer boards and/or committees

#### **PERSONAL ATTRIBUTES**

- Highly effective interpersonal skills with a collaborative style to build effective relationships that motivate and inspire others
- Highly refined negotiation skills to maximise outcomes
- Ability to understand the equestrian culture and the diverse stakeholder groups
- Ability to work and practice at a fast pace in a multi-task environment
- High level of attention to detail and the focus to meet required deadlines
- Highly motivated individual who has a passion for sport
- People skills that effectively engage and develop a small and dedicated team

#### **SUCCESS IN THE ROLE**

- Ongoing review and implementation of the agreed strategic vision with costed operational plans that deliver tangible outcomes on time and to a high level
- Working effectively with Equestrian Australia to deliver agreed outcomes
- Building a strong team, focusing on development of the team and individuals, and retaining quality staff
- Growing the sport by developing and implementing programs that promote an increase in active participation
- Having a financial strategy in place for a sustainable future
- Being a strong leader who can not only lead a team but actively build relationships with key stakeholders and represent the organisation at all levels.

*Prepared by:*

*Approved by:*

*Date approved:*

*Date for review:*



# 2018-2023 STRATEGIC PLAN

Updated October 2020

In 2018 Equestrian Victoria (EV) established a new strategic plan for the sport. We recognised that increased engagement with our members and stakeholders was critical to our success and over the last two year we have been working to provide a solid organisational foundation to build success in Victorian equestrian sport.

We are privileged to have a strong community of like-minded people, a significant volunteer network, and a reputation for running great events. At the same time we are cognisant of rapid advances in technologies and new ways to communicate, connect and engage with you, and of the memberships' expectations.

For Equestrian Victoria to elevate its performance and contribution to the sport's growth, the EV Board has recently undertaken mid-plan review of our strategy. Central to this has been understanding the services our members expect and need and ensuring our strategic focus of the organisation and its resources are aligned.

A focus for the organisation moving forward will be greater engagement and consultation with our most important stakeholders, our members, so that we can create more value for the sport and the broader industry.

The updated Equestrian Victoria Strategic Plan (2018 – 2023) continues to be based on the four strategic pillars of: Industry Leadership, Sport Development, Facility Oversight and Organisational Excellence, but with refined strategies and actions informed by organisational review, including member feedback.

It is our expectation that the refined plan will enable EV to position the organisation well into the future using the following values as our cultural compass for the way we operate and the standards of behaviour we expect of our Board, staff, volunteers and representatives.

### **Equestrian Victoria Values**

**Professionalism** – Striving for excellence.

**Integrity** – Ethical, responsible and accountable.

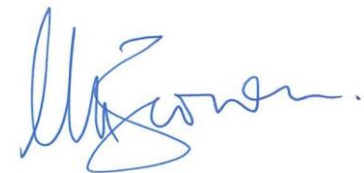
**Transparency** – Open and honest communication.

**Respect** – Partnerships, collaboration and inclusive engagement.

Yours in Equestrian Sport



**Carl Parkin**  
Chair



**Matthew Brown**  
CEO



*Provide leadership and pathways to enable all participants to live their equestrian dream*



1

## Industry Leadership

- 1.1** Advocate to government and broader industry across the sport.
- 1.2** Collaborate with disciplines, industry and government to improve reach and service delivery.

2

## Sport Development

- 2.1** Review the participant, coach, official and volunteer experience within the sport.
- 2.2** Engage key stakeholders to deliver services and support to engage, satisfy and grow the membership.
- 2.3** Manage, promote and support events in all disciplines across club, state and national competitions.

3

## Facility Oversight

- 3.1** Develop a proactive approach to growing and enhancing Victoria's Equestrian Sport facilities.

4

## Organisational Excellence

- 4.1** Establish a foundation of good governance across the organisation.
- 4.2** Drive financial and organisational performance.

# 1. Industry Leadership



## 2020 OVER-ARCHING OBJECTIVE

### Lead Victoria's equestrian industry through advocacy, collaboration and service delivery

STRATEGIC INITIATIVES	ACTIONS	STATUS SEP 2020
<b>1.1 Advocate to government and broader industry across the sport.</b>	<ul style="list-style-type: none"> <li>Advocate on behalf of the equestrian community for industry and government support, and funding of the sport.</li> <li>Advocate to governments and councils on the need for provision and improvement of facilities.</li> <li>Advocate on industry issues such as animal welfare, industry integrity, veterinary care, biosecurity, identification and occupational health and safety.</li> </ul>	<ul style="list-style-type: none"> <li>On track.</li> <li>On track.</li> <li>On track.</li> </ul>
<b>1.2 Collaborate with disciplines, industry and government to improve reach and service delivery.</b>	<ul style="list-style-type: none"> <li>Partner with EA and the State Bodies to develop the sport at a national level.</li> <li>Establish a structured and ongoing engagement program between the EV Board and each of the Sport Discipline Committees, and the SDCs and each of the National Discipline Committees.</li> <li>Lead a national approach to regular engagement between each State Board Chair and the EA Board Chair, and each of the CEOs.</li> <li>Implement one to two SDC Forums and an annual SDC survey with specific agenda topics set to engage SDCs with EV Board decision-making.</li> <li>Clarify the purpose, roles and responsibilities of SDCs.</li> </ul>	<ul style="list-style-type: none"> <li>Major disruption.</li> <li>New.</li> <li>New.</li> <li>New.</li> <li>New.</li> </ul>

# 2. Sport Development (1/2)



## 2020 OVER-ARCHING OBJECTIVE

**Grow participation and engagement across all disciplines from grass roots to elite athletes**

STRATEGIC INITIATIVES	ACTIONS	STATUS SEP 2020
<p><b>2.1 Review the participant, coach, official and volunteer experience within the sport.</b></p>	<ul style="list-style-type: none"> <li>Review and reframe the participation, competition and elite development pathway within Victoria for riders across all ages and disciplines.</li> <li>Continue to develop and promote a range of value-adding initiatives including education and training opportunities, squads and clinics, regional training days, club development forums.</li> <li>Develop and promote a calendar of training and accreditation opportunities for volunteers, coaches and officials.</li> <li>Implement the independent recommendations from the 2020 Member Research and Strategic Advisory report to transform EV and its member value proposition.</li> </ul>	<ul style="list-style-type: none"> <li>Major disruption.</li> <li>50% progress.</li> <li>35% progress.</li> <li>New.</li> </ul>
<p><b>2.2 Engage key stakeholders to deliver services and support to engage, satisfy and grow the membership.</b></p>	<ul style="list-style-type: none"> <li>Identify ways to develop, recognise and reward the contribution of volunteers.</li> <li>Review annual EV awards system, criteria and presentation format.</li> <li>Establish a volunteer development program and pathway across all disciplines – with a specific focus on officials and judges.</li> </ul>	<ul style="list-style-type: none"> <li>15% progress.</li> <li>75% progress.</li> <li>New.</li> </ul>



# 2. Sport Development (2/2)



## 2020 OVER-ARCHING OBJECTIVE

Grow participation and engagement across all disciplines from grass roots to elite athletes

STRATEGIC INITIATIVES	ACTIONS	STATUS SEP 2020
<b>2.3 Manage, promote and support events in all disciplines across club, state and national competitions.</b>	<ul style="list-style-type: none"><li>• Co-ordinate and manage a state-wide equestrian events calendar, to promote events and minimise scheduling clashes.</li><li>• Increase member engagement across all communications channels i.e. website, email, social and print media.</li><li>• Promote and support interschool and other youth events and activities to encourage participation by young people.</li><li>• Create commercial opportunities through our role in supporting Victoria’s hosting of state and national events.</li></ul>	<ul style="list-style-type: none"><li>• 50% progress.</li><li>• On track.</li><li>• On track.</li><li>• Some disruption.</li></ul>

# 3. Facility Oversight



## 2020 OVER-ARCHING OBJECTIVE

### Support the provision and improvement of Victoria’s equestrian facilities

STRATEGIC INITIATIVES	ACTIONS	STATUS SEP 2020
<b>3.1 Develop a proactive approach to growing and enhancing Victoria’s Equestrian Sport facilities.</b>	<ul style="list-style-type: none"> <li>• Develop a state-wide hierarchy of major and regional equestrian facilities meeting the needs across all equestrian disciplines and groups across Victoria</li> <li>• Continue to work with industry stakeholders to understand facility requirements</li> <li>• Support community needs and access to equestrian facilities by advocating and supporting their development and maintenance of key facilities, particularly in growth areas</li> <li>• Implement a new approach to improve the commerciality of WPNEC through the governance/corporate structure and management model, ensuring a reformed constitution, including representative and skilled Directors and succession planning, and clear roles and responsibilities.</li> <li>• Incorporate adequate storage facilities for event organisers and ensure full fee transparency are included in the new master plan for WPNEC.</li> </ul>	<ul style="list-style-type: none"> <li>• 20% complete.</li> <li>• On track.</li> <li>• On track.</li> <li>• Major disruption.</li> <li>• New.</li> </ul>

# 4. Organisational Excellence



## 2020 OVER-ARCHING OBJECTIVE

### Support the provision and improvement of Equestrian Victoria's governance and financial performance

STRATEGIC INITIATIVES	ACTIONS	STATUS SEP 2020
<b>4.1 Establish a foundation of good governance across the organisation.</b>	<ul style="list-style-type: none"> <li>• Drive continuous improvement of governance at Board and operational levels.</li> <li>• Develop and implement a risk management policy and framework for addressing strategic, operational and financial risks.</li> <li>• Review insurances to ensure adequacy of coverage across all categories and advocate to EA to reduce duplication of member insurance costs across the industry.</li> <li>• Complete a Board skills audit and review every two years to ensure we are enabling the administration to excel in its roles and responsibilities.</li> <li>• Review the General Code of Conduct and the Marketing and Communications Policy to ensure best-practice guidelines are in place for member conduct on social media.</li> </ul>	<ul style="list-style-type: none"> <li>• On track.</li> <li>• Some disruption.</li> <li>• On track.</li> <li>• On track.</li> <li>• New.</li> </ul>
<b>4.2 Drive financial and organisational performance.</b>	<ul style="list-style-type: none"> <li>• Drive continuous financial improvement through:               <ul style="list-style-type: none"> <li>• a focus on revenue generating activities;</li> <li>• diversification of income through commercial and other opportunities, and;</li> <li>• provide visibility of event performance/results for all disciplines/events.</li> </ul> </li> <li>• Staff engagement:               <ul style="list-style-type: none"> <li>• foster a stimulating and supportive environment for all employees;</li> <li>• provide opportunities for personal and career development, and;</li> <li>• recognise and reward valuable contributions.</li> </ul> </li> <li>• Build and maintain adequate capital reserves to meet future funding requirements.</li> <li>• Investigate a series of technology opportunities and improvements which will streamline services and administrative processes for members and officials.</li> </ul>	<ul style="list-style-type: none"> <li>• On track.</li> <li>• 30% progress.</li> <li>• On track.</li> <li>• New.</li> </ul>



COMMERCIAL IN CONFIDENCE