

Horse SA Strategic Plan 2010 - 2013



Morning Tea on the Kidman Trail, near Hoad's Fire Track. Photo: Felicity Stanway

CONTENTS

1. Introduction
2. Responsibility for the Strategic Plan
3. Core business

1. INTRODUCTION

The work of Horse SA incorporates all sectors of the horse industry & community. The horse industry & community includes all horse owners, organizations, studs and horse-related businesses, regardless of the sport, recreation, work or breeding sector.

The range of roles undertaken by Horse SA reflects the context of the topic and includes (but is not confined to) to represent, advocate, facilitate, coordinate, disseminate and educate.

2. RESPONSIBILITY FOR THE STRATEGIC PLAN

The overall responsibility for the strategic direction of Horse SA lies with the General Management Committee (Board) of Horse SA. The implementation of the plan is undertaken by members, volunteers & paid staff. This Strategic Plan is a “live” document, able to respond or reflect current day issues. A full review is due in 2013. The Horse SA Constitution, management structure and a brief history can be found on www.horsesa.asn.au.



Horse SA

www.horsesa.asn.au

www.horseslandwater.com

www.kidmantrail.org.au

Photos: K Heysen-Hicks & J Duckmanton

3. CORE BUSINESS

Club & Community Development: supporting horse organizations, by providing advocacy and an information base relevant to volunteers & not-for-profit organisations.

Recreation & Sport Horse Activity Areas: related to the access to public land for use by horse owners & riders for the purpose of club activities, events, recreational trails & horse exercise. This may include National Parks, disused railway lines, stock routes, beaches, forests, road reserves, Community Land & Crown land. It also includes the State Horse Centre Precinct, clubs on community land, regional planning, and public infrastructure allowing horse activities to take place.

Horse Health & Welfare: includes issues relating to the health of the “state herd”, such as Biosecurity, endemic diseases, emergency response, welfare codes & welfare regulations.

Road Safety: relating to the raising of road user safety awareness, road design or management practices and includes carriage driving, leading or riding of horses on roadsides.

Horse Keeping: relating to supporting the keeping of horses, as underpinning criteria for growing the horse community. Providing education & resources to promote the keeping of horses in an environmentally sustainable manner.

Industry & Workforce Development: relating to employment, support & promotion of businesses servicing the horse industry, networking, vocational training & education, career pathways, tourism, marketing & promotions.

The key focus areas are underpinned by a philosophy of education, research, benchmarking, and preservation of our Australian horse cultural heritage.



4.1 Participation, Club & Community Development

Supporting volunteers or staff running clubs, covering inquiries from horse organizations, providing an information base, gathering & disseminating information of interest to volunteer & not-for-profit horse activity organisations.

Key Result Area	2010	2011	2012
Grow Horse SA Membership	Management Committee to set member target growth numbers	Introduce social media marketing program	Evaluate member program and update
Promote Participation	Rundle Mall Info Stand Promote club events and functions Implement social media marketing program Commence project to record number of known horse events and participants	Rundle Mall Information Stand Visitor Information Stands stocked with Kidman Trail & Horse SA magazine Provide new horse owner information sessions	Rundle Mall Info Stand Work with ORS to establish a project to further measure and evaluate participation "Get started in riding" resource
Promote horse riding & ownership	Document promotional opportunities, existing & new. Prioritize & implement Horses of course magazine 2010 www.toptrailsexperiences contribution Continually review Local Government DPAs re rural living zones & horse/animal keeping precincts Promote events to participation in, e.g. Earth Ride, Great Australian Camp Out.	2011Magazine promoting horse industry Establish new website to promote horse events Number & type of promotional activities Align Kidman Trail to events Royal Adelaide Show stand promoting & supporting small businesses	Develop an online guide "experiencing horses" for students visiting Adelaide Universities Number & type of promotional activities Royal Adelaide Show stand
Initiatives to foster new or support existing clubs	Maintain directory of member organisations Promote clubs Develop issues register Develop a GIS map showing current and horse activity/possible future Support & advocate for clubs who need to relocate or establish	Develop & document key initiatives to be undertaken, based on the issues register. Horse Event Organisers Tool Kit (undertaken with SA Endurance Riders) available online	Investigate methods to support events to have stronger tourism interface (via VICs etc)

<p>Facilitate, foster and support horse related programs in regional and remote areas</p>	<p>Maintain & develop new networks with regional & remote areas Provide key regional & remote area government & agency workers with information about Horse SA services</p>	<p>Provide all LGA's with Horse SA information & including a brief of services (free & fee paying) Provide information to all clubs about services of Horse SA , including non-member groups</p>	<p>Investigate & establish IT options to provide governance/ information for horse riders & volunteers e.g. Skype, webinars.</p>
<p>The horse is to be recognised for its historical contribution, in the Arts and other cultural activities</p>	<p>Horse SA to take part in History Week 2010 SA Living Artists 2010</p>	<p>Horse SA to take part in History Week, Adelaide Fringe & SA Living Artists Festivals. E-book to collect & record stories and recognize contributors to horse sector</p>	<p>Establish area on Horse SA website dedicated to horse heritage Support Trails Destination event for Kapunda</p>
<p>Promote Volunteering</p>	<p>Promote a range of existing volunteer reward programs via website/E-news Horse SA website to be used for promoting volunteering by request Promote Sport SA volunteer website program</p>	<p>Deliver at least 4 volunteer training sessions specific for horse event volunteers Investigate where shortages of volunteer training resources are, specific to horse events & activities</p>	<p>Deliver at least 4 volunteer training professional development type sessions Develop a set of job descriptions for common horse event roles for clubs to use and to support call for volunteers. Equine Law conference (Includes aspects for coaching & Associations)</p>

4.2 Horse Sport and Recreation Activity Areas

Related to the access of public land for use by horse owners & riders for the purpose of club activities, events, recreational trails & horse exercise, which includes National Parks, disused railway lines, stock routes, beaches, forests, road reserves, community Land & Crown land.

1. Includes the State Horse Centre Precinct, clubs on community land, regional planning, public infrastructure allowing horse activities.
2. Horse riding is a legitimate passive recreation pursuit for public lands and is to be recognised as part of our living Australian Heritage.
3. Horse activity areas are shared use, provide important community links for social, health and physiological benefit, and are recognised as an essential part of community infrastructure.
4. Horse pursuits have a place in our community for social, cultural and recreational reasons and facilities need to be factored into future planning.
5. There is a need to gain a better understanding of current use & potential use of such areas for greater activity.

Key Result Area	2010	2011	2012
Horse SA is a lead agency in relation to horse trail planning, design, construction and maintenance	Clearinghouse of information Promote opportunities for horse owners or supporting agencies to contribute to conferences, agendas, documents	Establish contact and develop alliances with international networks, especially those with best practice/benchmarking which is documented. (will be achieved through national tracks'n'trails conference) Progress trails planning within Planning SA (50%)	Support ongoing operation of SA Trails Coordinating Committee Progress development of agreements to allow community groups to use old railway lines. Support update of SA Trails Strategy
Engage Government, not for profit organisations & horse owners in horse activity area issues	Record existing alliances & networks, identify gaps No. and Type of submissions Representation on committees Establish an issues register Contribute to SA Trails Coordinating Committee (ongoing)	Horse Trails Forums conducted via Kidman Trail Support Group Invite LGA representatives to Horse SA info sessions/meetings (completed) Prepare a resource for local people on how to advocate for trails in their area (completed)	Foster progress of the Australian Greenways Declaration (Drafted) Establish Kidman Trail face-book page Develop a resource to help local level horse riders/residents maintain a local trail network Better Development Plan Module for Horse Trails successfully lobbied for.

		Participate in local, regional & state planning opportunities (ongoing)	
State Horse Centre	Establish working group to feed into RAHS DPA and Master Plan Establish “scrapbook” of design ideas Invite further MOU signatories Maintain communication with stakeholders	Establish “product testing” regime Invite further MOU signatories	Recommence more detailed discussions
Regional & Local Facilities	Ongoing support for clubs with advocacy, information, liaison when grounds need to be procured, relocated or disposed of Promote venue locations	Update facilities on ESRI and send into ORS, put online Provide ORS with update on facilities inc. Kadina/Oakbank Tom Roberts Horse Trail	State-wide facilities report provided to ORS. No. & type, usage etc. Place online. Tom Roberts Horse Trail
Kidman Trail & other trails	Prioritize actions in the Kidman Trail business plan and implement top 3 Maintain www.kidmantrail.org.au Tom Roberts Horse Trail network Kersbrook Horse Trail Marked and unmarked trails	Ongoing implementation of the Kidman Trail Business Plan & Kidman Trail Maintenance Agreement Kidman Trail Supporters groups conducted	Ongoing implementation of the Kidman Trail Business Plan & Kidman Trail Maintenance Agreement Kidman Trail Supporters groups conducted
Develop a knowledge base of public horse activity areas	Update the Equestrian Asset Register Marked horse trails are known and recorded Develop a guideline for horse access, infrastructure & codes for Rail Trails Review Development Plans for key LGA regions	Update information in relation to horse activity in SA Align Horse SA data with SA Government new planning regions	Develop a guide for horse access to all SA beaches Document & place online national parks & forests which permit horse access
Educational & capacity building resources	Establish web-page linking key community horse infrastructure facility items with potential funding sources & outline types of information not-for-profit groups will need to collect for applications	Conduct an LGA & State Government information session for planners,	Undertake an analysis & develop an Action Plan to determine the gaps in information & resources, especially relating to trail user education
Benchmarking	Commence a guideline for public horse facility infrastructure	Develop a handbook for volunteers required to manage horse facilities on public land (completed) Sport & Recreation Tool Kit for horse activities on public land	Through Climate Change projects, determine threats and opportunities for horse activity grounds e.g. watering

4.3 Horse Health & Welfare

Relates to the health of the “state herd” such as Biosecurity, endemic diseases, , emergency response welfare codes & regulations, research & extension & response to natural disasters.

1. To be actively involved in legislative and regulatory processes, related to emergency response, health and welfare
2. National horse health and welfare status enables normal social, community and business life
3. The positive health and welfare of the state herd is essential to the contribution to state economy by the horse industry and essential for the export market
4. Horse health is reflective of a balanced, healthy natural environment, well-informed horse owners implementing ‘best practice’ and an active Australian Quarantine policy
5. To work with the State Government on aspects related to emergency response

Key Result Area	2010	2011	2012
Horse SA is a lead agency in relation to horse health & welfare & seeks to promote ‘best practice’ guidelines	Clearinghouse of information Place information for dissemination on www.horsesa.asn.au (ongoing)	Development of the Pocket Guide for Horse Organisations & Clubs- Horse Welfare Conduct “Thought Leaders” Dinners for horse industry leaders with welfare expert as guest	Develop a template to support horse organisations to evaluate and manage horse health & welfare with guidance on continuous improvement and benchmarking
Engage Government, not for profit organisations	Record existing alliances & networks, identify gaps Maintain involvement in PIRSA Horse Industry Advisory Group (ongoing) Provide at least one annual face to face industry update on horse health & welfare issues Record number & type of meetings & keep an issues register Record formal contact with general animal welfare & advocacy groups	Issues register established via AHIC Industry Advisory Committee Attendance at Australian Animal Welfare Strategy National Conference PIRSA Horse Industry Advisory Group Determine progress for inclusion of pets & livestock in emergency evacuation plans	Coordinate the first annual horse organisation meeting to update the Australian Horse Welfare Protocol
Provide education & resources	Promote Horse Biosecurity Glove box Guide Horse Identification fact sheet	Number & type of resources Maintain Bushfire Buddy website	Provide information & identify topics & issues around Climate Change & horse welfare e.g. increased

	Old Horses, welfare and disposal information session/fact sheet		likelihood of heat stress Maintain Bushfire Buddy website
Participate in the National & State Agendas	Document an understanding for members around: <ul style="list-style-type: none"> • Unique identification of horses • National Cost Sharing Agreement • Horse industry Levy 	Attendance at Australian Horse Industry Council Industry Advisory groups Attend signing & support progress of the Emergency Animal Disease Cost Sharing Agreement	Establish web page dedicated to Biosecurity Populate page with support tools, links and information aimed at community horse organisations Support research projects into emerging diseases and biosecurity practices by horse owners.
Participate in the National & State agendas	Promote use of existing codes Promote proposed Land Transport Code Contribute to national Horse welfare code Continue support for RIRDC 3-yr horse welfare project	Develop an online register of codes relating to horse health & welfare (completed via Protocol) Support development & adoption of the Australian Horse Welfare Protocol	Provide evidence of engagement in horse health & welfare issues e.g. meetings, conferences, presentations, papers and supporting of Uni SA PhD students to include this aspect in research
Wild Horses		Monitor topics & issues around wild horses in SA.	Monitor wild horse issues & topics for SA
Horses for slaughter		Monitor topics & issues around horse slaughter in SA.	Monitor topics & issues around horse slaughter in SA.
Research	Promote & support Uni SA Veterinary School Promote & seek contributions to The Australian Horse Industry Research & Development Trust Disseminate research findings from current research projects Horse SA is a partner in.	Continue to liaise with Universities to establish stronger research partnerships. Number and type of partnerships documented. Commence operation of the Australian Horse Industry Research & Development Trust	Support University of SA 2 x PhD students aligned with Horse SA Collaborate with University of Adelaide Veterinary School Establish fundraising programs for AHIRD

4.5 Horse Keeping

Relating to supporting the keeping of horses, as underpinning criteria for growing the horse community. Providing education & resources to promote the keeping of horses in an environmentally sustainable manner.

1. Horse keeping communication ongoing with key councils to promote horse keeping.
2. LGA Planning to recognise horse keeping through easier processes for applying for horse keeping or upgrading an existing horse property. Horse-keeping zones to be created in/near townships. Horse Keeping to be linked to nearby trails and horse (infrastructure) facilities to be included in LGA planning, linking horse keeping and riding areas.
3. To seek out partnerships to build capacity amongst horse owners, planners and land managers alike as a legitimate use of our natural resources.
4. To gather information about the geographic spread of horse ownership to enable efficient targeting of resources & information.

Key Result Area	2010	2011	2012
Horse SA is a lead agency in relation to support for, advocating and promotion of horse keeping & the environment	Maintain www.horseslandwater.com Engage with a range of stakeholders to keep abreast of new research & developments	Maintain www.horseslandwater.com Engage with a range of stakeholders to keep abreast of new research & developments	Conduct 2 nd National Horse Keeping conference
Respond to State & Local Government Development Plan Amendment Reviews	Number and type of plans Determine number of LGA's with Merit based horse keeping Develop a register of LGA's with horse keeping provided for on public land	Provide submissions to Local Government Development Plans Seminar for Local Government Planners Meet with Planning SA re horse keeping issue	Local Government Development Plans submissions(ongoing) Contact all Regional Development Authority Boards in SA and provide info on horse keeping/horse activity areas /trails
Actively engage Government, NRM Boards & agencies	Record number & type of meeting & keep an issues register Advocate for review of Planning SA Horse Keeping Planning notice	Number and type of meetings, seminars involving NRM Boards & related agencies..	Conduct national workshop on Climate Change/Sustainable Land Management & priority issues Including policy & government engagement
Provide services, advocacy, educational resources	Maintain www.horseslandwater.com Increase resources & education for horse keeping in dry land areas esp. Murray Bridge	Develop Urban Horse Keeping Resources	Update HorsesLandWater website Disseminate articles, resources, issues papers as provided through PhD students work

4.1 Road Safety

Relating to the raising of road user safety awareness, road design or management practices and may include carriage driving, leading or riding of horses on roadsides.

Key Result Area	2010	2011	2012
Horse SA Road Safety Strategy	Review & update Include targeting new housing development locations	Promote strategy to government agencies and horse owners	Prepare paper on national road rule changes required
Engagement of Regulatory authorities & community road safety committees	Record number & type of meetings held to progress horse related road safety issues	Horseroadsafety.org maintained Updates sent to Community Road Safety Committees	Horseroadsafety.org maintained
Engagement of horse owner/road users	Horseroadsafety.org maintained	Update Educational Resources: Incl. Order in Horse Riding/Road Safety BHS items for sale Link to BHS road safety YouTube Include Road Safety articles in newsletter	Establish a clearing house of information Investigate pathways for commencing a horse riding and road safety standards guides similar to cycling & pedestrian Support University of Adelaide proposed Horse Float Safety survey

4.1 Industry & Workforce Development

Relating to employment, support & promotion of businesses servicing the horse industry, networking, vocational training & education, career pathways, tourism, marketing & promotions.

1. To monitor and where appropriate, seek to influence legislative and administrative decisions, acts, regulations and proposals that concern or may concern the horse, the horse community and the horse industry business development.
2. Supports the attraction, development and promotion of events, activities and other initiatives, which grow the industry economically in SA.
3. Recognise that our industry has many traditional and valued industry roles, including saddler, farrier, horse trainer, and stockman that should be preserved and promoted.
4. Promote the many small businesses that form part of the industry, acknowledging that these input considerable financial support into recreational & sporting activities at local level.

Key Result Area	2010	2011	2012
Horse SA supports, advocates and promotes of Industry Development	Regulations for the Trade Practices Act (Recreational Services) Regulations for the Impounding act	Clearing house of information	Contribute to Bills, Acts & Regulations as they move through the Parliamentary system
Education & Training	Engage with relevant Skills Councils of Australia Promote career pathways in the horse industry Conduct the 2010 Race Training Conference	Liaise closely with Agri_Food Skills Australia and Primary Industry Skills Council of SA & networks of Service Skills Australia/State body School teachers communication Contribute to Continuous Improvement Registers	Provide industry support for greater University-TAFE links Support development of Competency Units for Trail Building Support industry pathways model Promote careers in the horse industry
Business & Trade	Provide networking functions or opportunities Create online platform for businesses/ interface with events Small business stand at Equitana Horse Expo Vic	Investigate new ways to promote business to business (club to commercial) providers, recognising that this can lead to sponsorships, financial support for clubs. Horse Industry Employers Handbook	Add a business page to a website, commence collating resources to support SME's