



EQUESTRIAN SPORTS  
NEW ZEALAND

ANNUAL REPORT  
**SUMMARY**  
2017







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ESNZ OFFICERS / STAFF

# CEO / CHAIR REPORT 2017

The 2016-17 year was certainly a challenging year where the ESNZ board and management were required to evaluate and analyse all aspects of the business to ensure a long term sustainable future for the organisation. This work consumed the latter part of the year as the financial impact of the 2014 membership review and reductions in community sport funding were revealed.

Whilst the consolidated audited accounts have recorded a financial year end surplus for the entire organisation it is important to understand the accounts include all disciplines and all aspects of grant funding, much of it for capital development or assets for the national equestrian centres and High Performance funds. The costs are not all borne by the ESNZ Central account and to understand the full picture the individual financial statements need to be read in detail. In the next few pages we have provided a breakdown of this. This is a medium sized but complex business which requires good understanding of how everything fits together.

ESNZ Central, a part of the consolidated accounts (see page 24) has finished the year with a \$63,000 deficit, this would have been much more if the board had not made some difficult decisions during the year.

Central's main focus in the remaining months of the year was to get grant funding support and identify ways of generating additional income. An improved result, \$126,000 more than the previous year, in membership and horse registrations, was due to a slight fee increase in 2016-17. We did work hard on reducing administration costs but the true impact of that will be seen in the next financial year's results.

The effort to turn around the ESNZ Central financial situation has seen commitment from all levels of the organisation and the membership as well. We particularly acknowledge the team at ESNZ who have worked tirelessly in the second half of this year to turn the financial situation around and we thank every one of them for their commitment and dedication to the sport and the organisation. It has been difficult and stressful for everyone and we acknowledge the effort made.

The organisation conducted a full review of the membership fee structure and provided widespread consultation opportunities for any member to give feedback. Following feedback, further changes were made to the original proposal and this was then fed back to the disciplines for their review and advice on introductory levels in each discipline. It was very clear that a "one size fits all" approach is just not feasible across the disciplines. This, of course, makes the sport complex but we are clear that we are trying to promote opportunities for anyone to take part in the sport at any level.

This has been achieved by the re-introduction of casual day

member opportunities, a relaxation of some intro levels in Endurance and Eventing and the ability for organising committees to offer prize money for introductory classes. All these changes are designed to give newcomers and lower level competitors an opportunity to take part in equestrian sports.

The new model is expected to assist greatly with the financial results moving forward.

In addition to the membership review the board made the difficult decision to cash in the Life Members Fund this year to manage cashflow and the board approached the disciplines for loans amounting to \$150,000 for the 2017/18 year. These loans were a win-win for the organisation in difficult circumstances and the Board would like to thank the discipline boards for their understanding and assistance. The loans were worked out pro-rata on eight years of membership statistics and are currently being paid back monthly with interest.

ESNZ Central received \$110,000 for the database project from Sport NZ community funding, however as the majority of this was not spent in the financial year it sits elsewhere on the balance sheet.

Whilst the financial situation has taken precedent over almost everything else this year we also worked really hard on the new database and website project. It has taken a little longer

FINANCIAL RESULTS	2016-17	2015-16
Central	-\$63,099.00	-\$173,593.00
Dressage	-\$18,852.00	\$18,507.00
Endurance	\$4,292.00	-\$13,347.00
Eventing	\$1,575.00	\$33,165.00
Jumping	\$52,725.00	\$52,434.00
NINEC	\$1,392,907.00	\$212,003.00
SINEC	\$14,101.00	\$303,239.00
High performance	\$135,919.00	\$41,844.00

than anticipated but is worth taking the time to get it right.

Overall the disciplines have performed well, and the two national equestrian centres are making solid progress on completing upgrades to their facilities, working on health and safety plans and developing financial opportunities for the future.

Dressage made a slight deficit this year as a result of a legal challenge, however it also achieved significant success in the arena with competitors qualifying for the Olympic Games and World Cup Final competitions. The Dressage team of board and staff work hard to raise funds and be proactive about their strategies and direction and this result will be turned around.

Eventing has recorded a small surplus of just \$1575 and will be concentrating hard on sponsorship and other funding opportunities in the next financial year to ensure they can continue to run their successful programmes. Every second year is a high cost year for Eventing due to the Oceania series. The alignment with the HP Eventing programme is reaping rewards for our national eventing riders as they performed exceptionally well in Australia winning the Oceania test against Australia.

Endurance, whilst enduring a tumultuous year, has finished with a small surplus of \$4292 as well and will be focusing its energy on hiring an administrator and securing a financially sustainable model that supports increased participation into 2017-18.

Jumping continues with a consistent performance of surpluses and has been committed to building up its reserve funds which had been depleted by a series of losses a few years ago. The focus for 2017-18 is on grassroots initiatives and saving for the WEG campaign in the next financial year. Jumping sent a senior team to Australia to compete in three test matches and also saw many others travel abroad for FEI competitions.

There has been a large number of situations and issues relating to behaviour and actions of members that ESNZ has had to deal with this year. ESNZ is determined that the values of ESNZ are upheld and the culture of our organisation reflects these values. We need to be a joined up community to achieve the best results for all equestrian sports and its people. Only as a united organisation will we provide the enjoyment and reach the successes we want to see from grassroots to elite levels.

You will also have noticed a significant amount of discussion on social media in relation to concussion awareness and member behaviour in general. We conducted a members survey that received about 600 responses to collect views on issues such as disciplinary processes, concussion awareness and social media behaviour. We will be addressing much of this through policy development and additions to the general regulations in the months to come. In addition we have agreed to work with NZ Thoroughbred Racing to address concussion in equestrian sport.

Questionable behaviour and the resulting processes and conversations required to address this behaviour cost ESNZ a huge amount each year in time and resources. We agree there are some challenges in the systems and processes we use and we are, right now, looking at how we might streamline those through better policy, better rules and regulations and an

adapted disciplinary process.

This will be driven from the top down, and will take some time, the constitution review and subsequent discipline bylaw review will be crucial in driving change in this area. These projects are well under way and are key to shaping the expected behaviours and values we want to see in the sport.

In the meantime, we have challenged at all annual meetings, the culture of our sport, we need to be engaging, we need to welcome new people and we need to refrain from comments and behaviours that are judgemental and negative. Alongside that, all our members are here for their own reasons and we should not judge ability, appearance, horsepower; none of us know the sacrifices made by people to take part in equestrian sport and we should support the very fact they are having a go – at whatever level.

It is our goal that ESNZ will not be seen as the enemy. The sport has wonderful staff who work really hard in very trying circumstances to deliver the sport's central administration for you. It also has an incredible number of volunteers who sit on boards and committee, organise events, judge, steward and course design. It is sometimes easy to forget that without all of these people the very core of equestrian sport would be lost. We have made a commitment to being transparent, to better communication and to fixing some of the processes and systems that need to be brought into the new age of technology and system delivery. We want to work with our members to create pathways and opportunities and we want you to tell us what those might be.

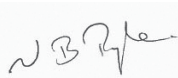
In conclusion we would like to thank every single person who has this year contributed in some way to make this sport possible and worked tirelessly to deliver this sport to all members every week during the season or in some other way. There are hundreds of you and we are forever in your debt. Take a bow, without your support our sports would just not operate.

We are all looking forward to a great year in 2017-18, we are confident in a better financial performance, we are focused on WEG and the exciting opportunities in our High Performance programme. We have been doing a lot of planning and we look forward to sharing that with you in the very near future.

Take care, good luck for the season, we look forward to seeing you out enjoying what our sport has to offer.



Dana Kirkpatrick  
GENERAL MANAGER



Nick Pyke  
CHAIRMAN



DISCIPLINE STRUCTURE  
EQUESTRIAN SPORTS NEW ZEALAND INC

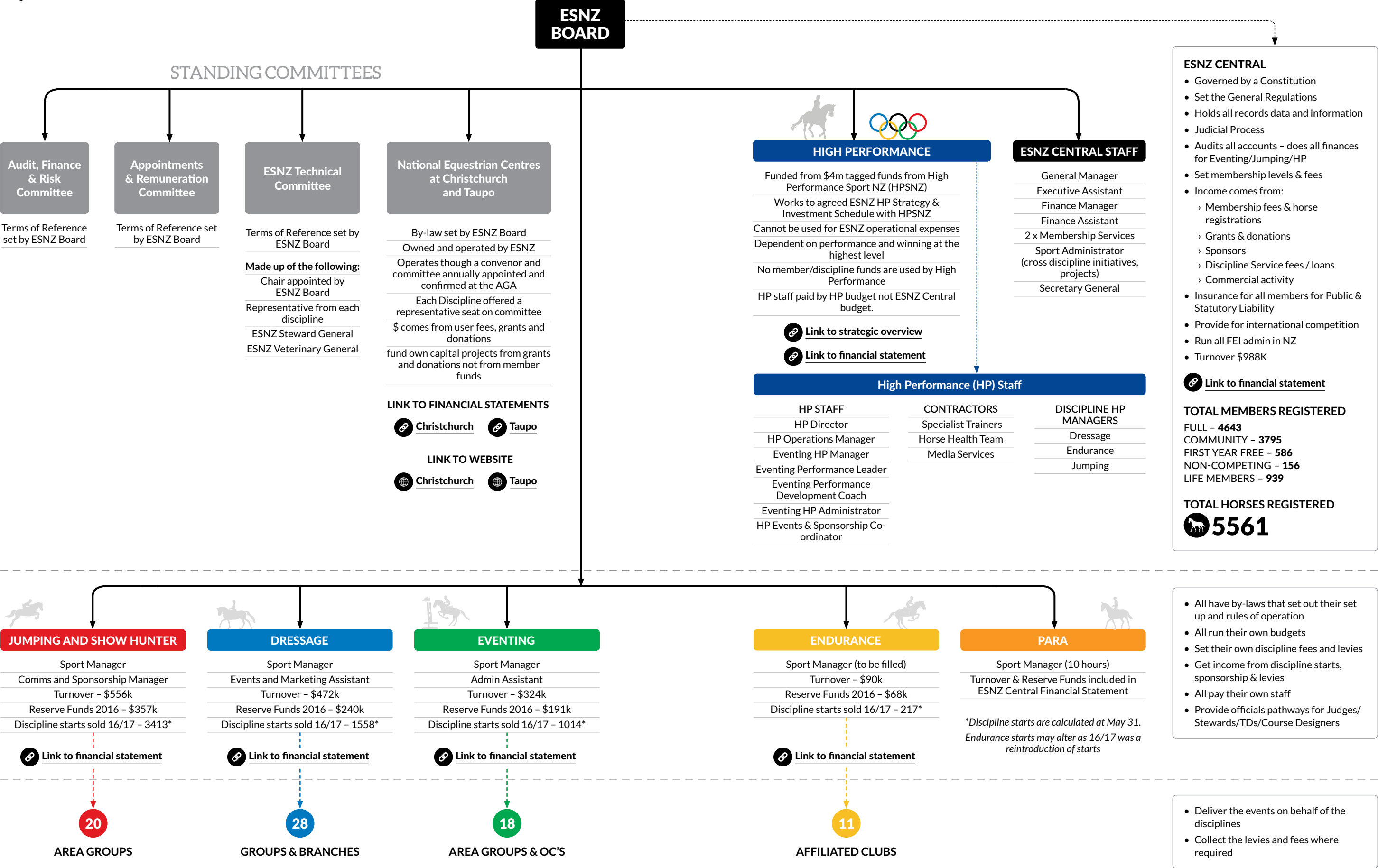






Photo: Libby Law



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AUDIT REPORT



# STATEMENT OF REVENUE AND EXPENSES

## EQUESTRIAN SPORTS NEW ZEALAND INC

For the year ended 31 May 2017

	Notes	2017	2016 \$0
<b>REVENUE</b>	3		
High Performance Sport NZ funding		1,909,975	2,141,079
Sport NZ funding		-	212,100
Other Grant Income		1,508,261	564,214
Fundraising & Donations		31,518	17,612
Membership and Registrations Fees		713,631	621,823
Annual Start Fees		779,815	736,210
Competition & Event Income		228,370	250,604
Sponsorship		331,168	274,388
Interest		31,406	59,315
Other operating revenue		219,731	67,238
Camping, rent and ground fees		554,259	508,891
Bulletin subscription and advertising		11,249	291,023
Product sales		92,592	101,288
		6,411,975	5,845,785
<b>Total revenue</b>		6,411,975	5,845,785
<b>EXPENSES</b>	4		
High Performance Program Costs		1,706,842	1,973,193
High Performance Athlete Personal Grants		-	-
Membership and registrations expenses		104,441	79,173
Competitions and Event expenses		364,214	353,623
Prize money		200,743	185,124
Sponsor servicing		14,927	15,501
Coaching and training		103,515	100,159
Employee Related Costs		918,789	889,780
Accomodation, meals and travel		273,671	311,624
Administration		326,021	334,592
Other expenses		355,086	269,715
Camping, rent and ground expenses		317,916	302,277
Bulletin subscription and advertising expense		5,590	260,546
Product costs		24,155	72,997
Interest expense		2,372	3,204
Depreciation	5	124,006	110,653
Legal Expenses		19,959	77,872
Audit fee		28,474	31,500
<b>Total expenses</b>		4,890,721	5,371,533
(Loss) of disposal of asset		(5,907)	-
<b>Net surplus</b>		1,515,347	474,252

Surplus is largely capital grant funding for NECs.

This statement should be read in conjunction with the notes to the financial statements on pages **10-18**

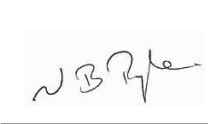
# BALANCE SHEET

## EQUESTRIAN SPORTS NEW ZEALAND INC

As at 31 May 2017

	Notes	2017 \$0	2016 \$0
<b>CURRENT ASSETS</b>			
Cash and cash equivalents		2,614,052	2,307,392
Accounts receivable	7	371,805	531,741
Inventories		48,655	48,876
		3,034,512	2,888,009
<b>NON-CURRENT ASSETS</b>			
Capital Projects in progress	8	2,400,627	816,341
Land and buildings	5	259,172	274,327
Leasehold improvements	5	534,057	582,581
Property plant and equipment	5	257,576	209,964
		3,451,432	1,883,214
<b>INVESTMENTS</b>			
Life membership fund bank deposit		-	194,935
<b>Total assets</b>		6,485,944	4,966,157
<b>CURRENT LIABILITIES</b>			
Trade and other creditors	9	711,588	1,194,097
Employee entitlements		90,902	35,623
Taupo Hunt Loan	10	10,000	12,790
Finance agreement	11	5,431	-
Income in advance		528,348	432,457
HPSNZ funding - unexpended	12	735,513	432,301
		2,081,781	2,107,268
<b>NON-CURRENT LIABILITIES</b>			
Taupo Hunt Loan	10	40,000	48,938
Finance agreement	11	38,008	-
		78,008	48,938
<b>Total liabilities</b>		2,159,789	2,156,205
<b>Net assets</b>		4,326,155	2,809,952
<b>EQUITY</b>			
Accumulated comprehensive revenue and expense	13	3,931,104	2,415,756
Restricted funds	14	119,924	119,068
Life membership funds		275,127	275,127
<b>Net Assets</b>		4,326,155	2,809,952

Signed for and on behalf of the Board of Trustees who authorised these financial statements for issue on 15 September 2017.

  
CHAIRMAN  
N Pyke

Authorised for issue on 15 September 2017

  
GENERAL MANAGER  
D Kirkpatrick

This statement should be read in conjunction with the notes to the financial statements on pages **10-18**

# NOTES TO THE FINANCIAL STATEMENTS

## EQUESTRIAN SPORTS NEW ZEALAND INC

For the year ended 31 May 2017

### 1 REPORTING ENTITY

The reporting entity is Equestrian Sports New Zealand Incorporated (ESNZ) and is domiciled in New Zealand and is an incorporated society registered under the Incorporated Societies Act 1908.

ESNZ is a sporting body that acts on behalf of its members who are involved in equestrian sports in New Zealand. Its primary purpose is to encourage more people regularly participating in ESNZ equestrian competitions and having great experiences.

These financial statements and the accompanying notes summarise the financial results of activities carried out by the following disciplines:

- ESNZ Central (Including National Office)
- ESNZ High Performance
- ESNZ Dressage (Including National Championships)
- ESNZ Endurance (Including National Championships)
- ESNZ Eventing (Including National Three Day Event Championships)
- ESNZ Jumping
- National Equestrian Centre - Taupo
- National Equestrian Centre - Christchurch

The special purpose financial report was authorised for issue in accordance with a resolution dated 15 September 2017.

### 2 STATEMENT OF ACCOUNTING

#### Policies Basis of preparation

These financial statements are special purpose financial statements prepared in accordance with the accounting policies disclosed in the financial statements.

The financial statements have been prepared for:

- Equestrian Sports New Zealand Incorporated members; and
- Funders of Equestrian Sports New Zealand Incorporated.

#### HISTORICAL COST

These financial statements have been prepared on a historical cost basis, except for certain assets which have been revalued as identified in specific accounting policies below. The financial statements are presented in New Zealand dollars (NZ\$) and all values are rounded to the nearest NZ\$.

#### CHANGES IN ACCOUNTING POLICY

There were no changes in accounting policies during the year.

#### LIFE MEMBERSHIP EQUITY RESERVE

This reserve is to recognise funds received for life memberships up to 2016, after which they were no longer offered. The value of this reserve was initially recognised at discounted fair value.

#### REVENUE RECOGNITION

Revenue is recognised to the extent that it is probable that the economic benefit will flow to ESNZ and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received. The following specific recognition criteria must be met before revenue is recognised.

#### Donations

Donations are recognised as revenue upon receipt and include donations from the general public, donations received for specific programme or services or donations in-kind.

#### Membership Subscriptions & Horse Registrations

Members' subscriptions and horse registration income is recognised on a "time to expiry" and the unexpired portion is recorded as Income Received in Advance.

#### Grant Revenue

Reciprocal Grants are those received on the condition that specified services are delivered, or conditions fulfilled. Such grants are initially recorded as a liability and revenue is subsequently recognised as those services are performed or conditions fulfilled.

#### Event & Competition Income

Entry fees for competitions and events are recorded as revenue when the event or competition takes place.

#### Interest

Gross interest revenue is recognised as it accrues.

#### INVENTORY

Inventories are stated at the lower of cost, determined on a first-in-first-out basis, and net realisable value.

#### ACCOUNTS RECEIVABLE

Accounts receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less an allowance for any uncollectible amounts. Individual debts that are known to be uncollectable are written off in the period that they are identified.

#### FOREIGN CURRENCIES

Transactions in foreign currencies are converted at the New Zealand rate of exchange ruling at the date of the transaction. At balance date foreign monetary assets and liabilities are translated at the closing rate and variations arising from these transactions are included in the statement of profit or loss.

#### PROPERTY, PLANT & EQUIPMENT

Depreciation is calculated on a straight line/diminishing

value basis over the estimated useful life of the asset based on estimates by management. Assets' estimated useful life is reassessed annually. The following estimated depreciation rates/useful lives have been used:

	Straight Line	Diminishing Value
Land and Buildings:	N/a	2.5% - 20%
Leasehold Improvements:	N/a	2.5% - 22%
Plant and equipment:	20%	10% - 33%

An item of property, plant and equipment or investment property is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in revenue or expense in the year the asset is derecognised.

#### IMPAIRMENT OF NON-FINANCIAL ASSETS

At each balance date, non-financial assets are classified into four categories: assets measured at fair value; assets currently available that the company intends to use to the end of their useful life; assets intended to be sold prior to the end of their useful life; and assets damaged or idle at balance date.

Assets measured at fair value or assets the company intends to use to the end of their useful life are not reviewed for impairment at balance date.

Assets intended to be sold prior to the end of their useful life or assets damaged or idle at balance date are reviewed to determine if any indicators of impairment exist. If indicators exist the asset is tested for impairment to ensure that the carrying amount of the asset is recoverable.

If the recoverable amount of an asset is determined to exceed its carrying amount then the resulting difference is recognised as an impairment loss in revenue or expense for that period.

#### FINANCIAL INSTRUMENTS - FINANCIAL ASSETS

At initial recognition the company determines the classification of financial assets as either held at fair value, cost or amortised cost. Financial assets are measured initially at fair value, estimated at the transaction price less any associated transaction costs.

#### Amortised Cost

Includes assets where the company intends to earn contractual cash flows in the nature of principal and interest payments. Such assets are carried at amortised cost using the effective interest method. Gains and losses are recognised in revenue or expense when the assets are derecognised or impaired, as well as through the amortisation process.

#### Cost

Equity instruments are classified as held at cost. Assets are stated at cost less any accumulated impairment loss. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired.

#### Fair Value

Financial assets not held at amortised cost or cost are held at fair value and include financial derivatives such as forward contracts and interest rate swaps. Assets are subsequently measured at fair value only when the fair value of the instrument can be reliably measured based on a quoted price for an identical asset in an active market. Where no active market price is available the instrument shall be measured at a prior year's fair value less any accumulated impairment loss.

Gains and losses are recognised in profit or loss for movements in the fair value of the assets and when the assets are derecognised.

#### FINANCIAL LIABILITIES

Financial liabilities, including borrowings and bank overdrafts, are initially measured at fair value net of transaction costs and are subsequently measured at amortised cost using the effective interest method. Interest expenses are recognised in profit or loss on an effective yield basis.

#### OPERATING LEASE

Operating lease payments, where the lessors effectively retain substantially all the risk and benefits of ownership of the leased items, are recognised as an expense in profit or loss on a straight line basis over the lease term.

#### GOODS AND SERVICES TAX

All amounts are stated exclusive of goods and services tax (GST) except for accounts payable and accounts receivable, which are stated inclusive of GST.

### 3 REVENUE

Revenue during each reporting period are made up of the following:

	Notes	2017 \$0	2016 \$0
HPSNZ grant funding		1,909,975	2,141,079
Sport NZ funding		-	212,100
Other grants		1,508,261	558,803
FEI Registration Income		23,426	25,200
Fundraising		34,010	21,651
Horse registrations		397,076	314,972
Levies		19,739	19,520
Levy income		779,815	736,210
Membership registrations		245,892	201,956
Other registration income		13,412	46,809
Rider registrations		20,038	19,496
Start levies		429,606	402,203
Competition entry fees		198,114	199,385
Other event income		6,281	23,353
Interest income		31,406	59,315
Sponsorship		331,168	274,388
Bequests		-	5,411
Horse transfer		-	5,852
Other operating income		76,512	55,979
Training		41,317	13,587
Bulletin subscription and advertising		11,249	291,023
Camping, rent and ground fees		140,971	124,289
Product sales		84,925	93,203
Costs recovered (Rio)		108,782	-
		6,411,975	5,845,785

### 4 EXPENSES

Expenses during each reporting period are made up of the following:

	Notes	2017 \$0	2016 \$0
High performance programs and management expenses		1,261,880	1,440,542
Individual Performance Plan Payments		357,697	497,556
Prime Minister's Scholarship Program Payments		42,508	86,646
Levy expenses		104,441	93,796
Competition Course expenses		59,132	62,506
Competition & Event Catering Expenses		41,232	51,554
Competition & Event expenses		159,415	121,714
Gratuities		50,283	40,431
Venue and equipment hire		54,152	45,711
Prize money expense		200,743	164,072
Sponsorship expense		13,627	11,740
Coaching expenses		30,721	63,417
Training		72,794	45,648
Accident compensation levies		8,547	10,143
Honararium		1,000	6,000
Contract expenses		2,500	4,837
Recruitment Expenses		13,249	9,577
Staff expenses		4,737	7,094
Staff salaries		888,756	856,966
Accommodation, meals and travel		273,671	311,624
Administration expenses		229,772	151,982
Telephone expenses		28,579	31,505
Postage		28,275	29,962
Stationery, photocopying and printing		39,395	43,313
Annual conference costs		18,299	32,867
Bad debt expense		22,859	19,195
Bank charges		13,219	11,677
Foreign exchange loss/(gain)		43,684	2,799
Grants		46,820	14,000
Insurance		12,022	11,022
IT consultancy and support		56,621	58,178
Legal expenses		19,959	80,820
Other expenses		58,925	28,124
Refunds		3,883	4,543
Rent		36,977	31,248
Technical meeting expenses		5,592	4,432
Testing		9,907	10,309
Trans Tasman & Oceania Competition Costs		1,299	1,522
Horse Power related activities		44,757	32,728
Veterinary Education & Representation		-	5,953
Repairs & Maintenance		85,210	75,900
Sundry Expenses		101	3,710
Uniforms		2,272	6,330
Promotion		23,906	42,381
Camping, rent and ground expenses		232,707	226,559
Bulletin expenditure		5,590	261,129
Product costs		24,155	72,414
Interest expense		2,372	3,204
Depreciation		124,006	110,653
Audit fee		28,474	31,500
		4,890,721	5,371,533
(Loss) of disposal of asset		5,907	



5 PROPERTY PLANT AND EQUIPMENT

	Land and Buildings \$0	Leasehold Improvements \$0	Plant & Equipment \$0	Total \$0
2017				
Cost/Valuation	487,277	1,099,043	782,683	2,369,003
Accumulated depreciation	228,105	564,986	525,107	1,318,198
Net book value	259,172	534,057	257,576	1,050,805

	Land and Buildings \$0	Leasehold Improvements \$0	Plant & Equipment \$0	Total \$0
2016				
Cost	487,277	1,100,181	671,736	2,259,194
Accumulated depreciation	212,950	517,600	461,772	1,192,322
Net book value	274,327	582,581	209,964	1,066,873

Reconciliation of the carrying amount at the beginning and end of the period:

	Land and Buildings \$0	Leasehold Improvements \$0	Plant & Equipment \$0	Total \$0
2017				
Opening balance	274,327	582,581	209,964	1,066,873
Additions	-	-	110,258	110,258
Disposals	-	1,160	-	1,160
Depreciation	15,154	47,364	62,647	125,166
Net book value	259,172	534,057	257,576	1,050,805

6 HORSE POWER LOAN WRITTEN OFF

No Horse Power were loans written off during the year (2016: NZD\$32,728).

7 ACCOUNTS RECEIVABLE

Receivable amounts include an advance to Eventing High Performance Squad members under a Horsepower Loan arrangement. These loans are made to selected riders to assist with the early purchase of a horse. The loans are for amounts not exceeding 50% of the original purchase price of the horse and are interest free for term not exceeding 12 months. HPSNZ has attached a covenant to these funds received in that any expended portion must be used for the original purpose granted being perpetual lending out to HP athletes for periods of 12 months interest free.

	2017 \$0	2016 \$0
Accounts Receivable	182,614	221,635
Accrued Interest Due	10,890	8,559
Horse Power Loans	137,360	184,761
Prepayments	40,941	116,786
	371,805	531,741

8 CAPITAL PROJECTS IN PROGRESS

Both the South Island National Equestrian Centre (McLeans Island) and the FiberFresh National Equestrian Centre (Taupo) have capital projects in progress. The South Island National Equestrian Centre has constructed a covered yards complex and received funding from NZ Community Trust and funds from the Cresswell Bequest. The FiberFresh National Equestrian Centre is constructing a covered indoor arena and has received significant grant funding from First Sovereign, Sport NZ, NZ Lotteries, Bay Community Trust and Taupo Hunt.

	2017 \$0	2016 \$0
Accounts South Island National Equestrian Centre	504,673	286,733
FiberFresh National Equestiran Centre	1,895,954	592,608
	2,400,627	879,341

9 TRADE & OTHER CREDITORS

	2017 \$0	2016 \$0
Trade Payables & Accruals	642,838	858,092
Unexpended Grant Funds	68,750	336,005
	711,588	1,194,097

Unexpended Grant Funds represent the balance of funding received from Community & Gaming Trusts, not yet expended for the purpose granted.

A Memorandum of Undertanding between Taupo Hunt Incorporated and National Equestrian Centre - Taupo was agreed during the year for the provision of \$100,000 to help complete the interior of the Indoor Arena. The conditions set out in the Memorandum of Understanding includes the usage of a designated room until the current terms of the lease from DOC expires, maximum 3 functions in any 1 year.

**Term:** To 31 December 2040.  
**Payment:** \$4,000 per complete year of the term.

10 LOANS

Taupo Hunt Incorporated extended a loan to the National Equestrian Centre - Taupo for the construction of an on-site residence. Equestrian Sports NZ Incorporated provided the guarantee for the loan.

**Term:** 11 years from 18th October 2010  
**Interest Rate:** Fixed annually at 1% above the BNZ 12 month deposit rate for the equivalent amount.  
**Interest Calculation:** Calculated monthly on the closing balance of the prior month.  
**Agreed Rate:** 4.15% for the year ended 18 October 2017 (4.65% for the year ended 18 October 2016).

TAUPO HUNT LOAN	2017 \$0	2016 \$0
Opening Balance	61,728	72,373
Interest Incurred	3,205	3,205
Less Repayments Made	(14,933)	(13,850)
Closing Balance	50,000	61,728
Current Portion - Due within 12 Months	10,000	12,790
Non Current Portion - Due beyond 12 Months	40,000	48,938
	50,000	61,728

11 FINANCE LEASE

South Island National Equestrian Centre entered a finance lease agreement on 19 August 2016 to purchase a New Holland Tractor. The term of the lease agreement is 3 years.

	2017 \$0	2016 \$0
Opening Balance	-	-
Finance for Tractor	55,139	-
Less Repayments Made	11,700	-
Closing Balance	43,439	-
Current Portion - Due within 12 Months	5,431	-
Non Current Portion - Due beyond 12 Months	38,008	-
	43,439	-

12 HPSNZ UNEXPENDED FUNDING

Unexpended HPSNZ Funding represents reciprocal grants received pursuant to agreed investment schedules, but not yet expended pursuant to those agreements. These grants are recognised as income to the extent that costs are incurred. Some costs recorded in this manner may relate to services or events yet to occur.

A significant proportion of High Performance activities occur in the United Kingdom. In order to minimise the effect of exchange rate fluctuations Equestrian Sports NZ purchases Great British Pounds and operates bank accounts denominated in that currency.

	2017 \$0	2016 \$0
Opening Balance of Unexpended Funds	432,301	438,480
HPSNZ Funds Received During the Year	2,217,236	2,134,900
	2,649,537	2,573,380
Less HPSNZ Funds Recognised During the Year	1,914,024	2,141,079
Closing Balance of Unexpended Funds	735,513	432,301

13 EQUITY RECONCILIATION

	Life Membership Funds	Restricted Funds	Accumulated Funds	Total
Balance at 1 June 2016	275,127	119,068	2,415,758	2,809,952
Life Memberships Sold	-	-	-	-
Interest Earned Restricted Funds	14	3,490	-	3,490
Distributions Made from Restricted Funds	14	(2,634)	-	(2,634)
Bequests Received	-	-	-	-
Net Surplus	-	-	1,515,347	1,515,347
Balance as at 31 May 2017	275,127	119,924	3,931,104	4,326,155

	Life Membership Funds	Restricted Funds	Accumulated Funds	Total
Balance at 1 June 2015	275,127	123,971	1,941,506	2,340,604
Life Memberships Sold	-	-	-	-
Interest Earned Restricted Funds	14	4,110	-	4,110
Distributions Made from Restricted Funds	14	(9,013)	-	(9,013)
Bequests Received	-	-	-	-
Net Surplus	-	-	474,252	474,252
Balance as at 31 May 2016	275,127	119,068	2,415,758	2,809,952

14 RESTRICTED FUNDS

Equestrian Sports NZ has been entrusted to administer the following restricted funds:

NORWOOD TRUST	2017 \$0	2016 \$0
Opening Balance	4,350	4,196
Interest earned	143	154
	4,493	4,350
Less grants paid	-	-
Closing balance - ANZ bank term deposit	4,493	4,350

The Norwood Trust was established in 1967. Interest income is intended to fund the prize money for the Norwood Gold Cup competition at the Horse of the Year. The term deposit matured on 30 May 2017 and funds were transferred to National Office Savings account at year end. A new term deposit was opened 8 June 2017.

WR DUNCAN	2017 \$0	2016 \$0
Opening Balance	24,648	23,780
Interest earned	811	868
	25,459	24,648
Less grants paid	2,634	-
Closing balance - ANZ bank term deposit	22,825	24,648

The WR Duncan Fund was established in 1989 with a bequest of \$15,000. Subsequently the balance in the European Tour and a bequest from the Estate of JJ van Loghem have been added to the fund. Income is be used to for the training of technical officials across Dressage, Endurance, Eventing, Jumping and Para disciplines on a rotational basis. The term deposit matured on 30 May 2017 and the closing balance was transferred to National Office Savings account. Payments were made to Para, Showjumping and Dressage. A new term deposit was opened on 8 June 2017.

JN LOWRY	2017 \$0	2016 \$0
Opening Balance	346	515
Interest earned	-	-
	346	515
Payments Made		(169)
Closing balance - ANZ bank term deposit	346	346

The JN Lowry Fund was established in 1962. The purpose of the fund was to provide the Lowry Medallion, which is awarded to the rider gaining the most points over the Horse of the Year Show. As the income earned on this fund no longer meets the annual cost of the medallion, income is not recorded separately and the cost of the medallion is met by Equestrian Sport NZ.

CRESSWELL FUND	2017 \$0	2016 \$0
Opening balance	89,725	95,480
Interest earned	2,535	3,089
Bequest Received	-	-
	92,260	98,569
Payments Made	-	(8,844)
Closing balance - ANZ bank term deposit	92,260	89,725

The Cresswell Fund was established in 2014 pursuant to the terms of June Cresswell’s will. Half of the fund was allocated to the Christchurch National Equestrian Centre for a significant capital project - this has been used for the construction of covered yards. The interest on the remainder of the fund is to be used for prize money offered in the major Showjumping Grand Prix held at the Christchurch National Equestrian Centre each year. Payments made in 2016 reflect a further payment of the bequest funds to the Christchurch National Equestrian Centre to bring its share up to 50% of the fund (previosuly underpaid) and interest income paid as prize money to for Showjumping Grand Prix.

15 INDEPENDENT TRUST FUNDS

Equestrian Sports NZ provides independent support for the Nimon Trust Fund but does not control this fund. The assets and income of this fund is not recognised in these financial statements.

NIMON TRUST FUND	2017 \$0	2016 \$0
Opening balance	31,685	30,401
Interest earned	1,027	1,284
	32,712	31,685
Less grants paid	-	-
Closing balance - ANZ bank term deposit	32,712	31,685

The Nimon Trust fund was established in 1983 with a bequest of \$15,000 to 3 independent trustees. Income maybe allocated, on application, to promising young showjumping riders.

16 RELATED PARTIES

Horse of the Year (Hawkes Bay) Limited is a company incorporated on 20th June 2013 in which Equestrian Sports NZ has a 33% shareholding. The shareholding carries the right to appoint two directors. The Secretary General of Equestrian Sport NZ was appointed as a director in June 2015 and Don Roberston was appointed as a director in May 2017.

Each of the three shareholders provided shareholder loans of \$30,000 to establish the company. Horse of the Year Limited audited financial statements for the year ended 31 May 2017 showed a surplus of \$199,224 and equity of \$20,048. The shareholder loan to Horse of the Year Limited was impaired in ESNZ’s financial statements in the year ended 31 May 2014. The Horse of the Year shareholder loan remains impaired as at 31 May 2017.

	2017 \$0	2016 \$0	2015 \$0
Horse of the Year Shareholder Loan - Opening Balance	-	-	30,000
Impairment	-	-	(30,000)
Closing Balance	-	-	-



# 17 OPERATING LEASE COMMITMENTS

	2017 \$0	2016 \$0
Total Commitments		
Amounts due within one year	32,200	61,037
Amounts due beyond one year	225,417	257,617
	257,617	318,654

## EQUESTRIAN SPORT NZ - NATIONAL OFFICE

Premises at Customhouse Quay, Wellington

Monthly Tenancy - current rental \$31,250 pa

Amounts due within one year	-	23,437
Amounts due beyond one year	-	-
	-	23,437

Lease of Avaya Phone System - Connect Capital

Expired - 28th March 2017 \$7,200 pa

Amounts due within one year	-	5,400
Amounts due beyond one year	-	-
	-	5,400

Lease of Xerox Printer/Photocopier from Fujj Xerox Finance Ltd

Renewal Date - 1st March 2019 \$9,000 pa

Amounts due within one year	9,000	9,000
Amounts due beyond one year	6,750	15,750
	15,750	24,750

## NEC - TAUPO

Lease of 56.52 ha at Rapids Road, Aratiatia - Dept of Conservation

Renewal Date - 1st January 2041 \$8,000 pa perpetual 33 year term

Reviews 11 yearly

Amounts due within one year	8,000	8,000
Amounts due beyond one year	180,667	188,667
	188,667	196,667

## NEC - CHRISTCHURCH

Lease of 74.35ha at McLeans Island, Christchurch - Canterbury Regional Council

Renewal Date - 1st January 2022 \$15,200 pa

Lease Reviewed - 1st January 2017

Right of renewal - Perpetual 10 year terms

Amounts due within one year	15,200	15,200
Amounts due beyond one year	38,000	53,200
	53,200	68,400

# 18 SUBSEQUENT EVENTS

Taupo Hunt Incorporated extended a further loan \$200,000 to Equestrian Sports New Zealand Incorporated in relation to National Equestrian Centre - Taupo for the completion of the indoor arena. (2016: Nil).

**Repayments made by:** National Equestrian Centre - Taupo

**Term:** 10 years from 1 June 2017

**Interest Rate:** Reviewed annually at 2% above the BNZ 12 month deposit rate for the equivalent amount.

**Interest Calculation:** Calculated monthly on the closing balance of the prior month.

**Agreed Rate:** 5.25% for the year ended 31 May 2018.



## Independent auditor's report

### To the Members of Equestrian Sports New Zealand Inc

#### Qualified Opinion

We have audited the special purpose financial statements of Equestrian Sports New Zealand Inc on pages 8 to 18, which comprise the balance sheet as at 31 May 2017 and the statement of revenue and expenses for the year then ended, and notes to the special purpose financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of this report, the accompanying financial statements of Equestrian Sports New Zealand Inc for the year ended 31 May 2017 are prepared, in all material respects, in accordance with the accounting policies set out in the statement of accounting policies of the special purpose financial statements.

#### Basis for Qualified Opinion

Controls over income derived from Camping, Rent and Ground Fees shown in the statement of revenue and expenses prior to being recorded is limited and there are no practical audit procedures to determine the effect of this limited control. Accordingly, the completeness and accuracy of income and equity is unable to be determined. In this respect alone we have not obtained all the information and explanations we have required.

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)). Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the special purpose financial statements' section of our report.

We are independent of Equestrian Sports New Zealand Inc in accordance with Professional and Ethical Standard 1 (Revised) 'Code of ethics for assurance practitioners' issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than our capacity as auditor we have no relationship with, or interests in, Equestrian Sports New Zealand Inc.

#### Emphasis of Matter – Basis of Accounting and Restriction on Distribution and Use

Without modifying our opinion, we draw attention to Note 2 to the special purpose financial statements, which describes the basis of accounting. The special purpose financial statements are prepared to assist the Board of Equestrian Sports New Zealand to inform members and funders of the financial position and financial performance of Equestrian Sports New Zealand Inc. As a result, the special purpose financial statements may not be suitable for another purpose. Our report is intended solely for Equestrian Sports New Zealand Inc and its members and funders, and should not be distributed to parties other than Equestrian Sports New Zealand Inc or its members and funders.

#### Other Matter

In the prior year, controls over income derived from Camping, Rent and Ground Fees shown in the statement of revenue and expenses prior to being recorded was limited and there were no practical audit procedures to determine the effect of this limited control. Accordingly, the completeness and accuracy of income and equity was unable to be determined in the prior year. In this respect alone not all the information and explanations required had been obtained. Accordingly, a qualified audit report was issued on 15 September 2016.

#### Board's responsibilities for the special purpose financial statements

The Board are responsible on behalf of Equestrian Sports New Zealand Inc for the preparation of these special purpose financial statements in accordance with the accounting policies set out in the statement of accounting policies of the special purpose financial statements and for such internal control the Board determine is necessary to enable the preparation of special purpose financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board are responsible on behalf of Equestrian Sports New Zealand Inc for assessing Equestrian Sports New Zealand Inc's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate Equestrian Sports New Zealand Inc or to cease operations, or have no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the special purpose financial statements

Our objectives are to obtain reasonable assurance about whether the special purpose financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of these special purpose financial statements.

A further description of the auditor's responsibilities for the audit of the special purpose financial statements is located at the XRB's website at [https://xrb.govt.nz/Site/Auditing\\_Assurance\\_Standards/Current\\_Standards/Page8.aspx](https://xrb.govt.nz/Site/Auditing_Assurance_Standards/Current_Standards/Page8.aspx)

*Moore Stephens Wellington Audit*

**Moore Stephens Wellington Audit** | Qualified Auditors, Wellington, New Zealand  
15 September 2017





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FINANCIAL SUMMARY - HIGH PERFORMANCE

Please note: these financial summaries have been provided for information purposes only and do not form part of the audited financial statements.

# FINANCIAL SUMMARY - CENTRAL

## EQUESTRIAN SPORTS NEW ZEALAND INC

For the year ended 31 May 2017

### OPERATING INCOME AND EXPENDITURE

Operating Income	2017	2016
Sport NZ funding	-	212,100
Other grants	79,030	1,748
Horse registrations	397,076	314,972
FEI Registration Income	23,426	25,200
Clean Sport Levies	20,038	19,496
Membership registrations	245,892	201,956
Other registration income	5,982	39,148
Interest income	16,883	10,513
Sponsorship	18,800	25,486
Other operating income	22,667	15,741
Bulletin subscription and advertising	11,249	291,023
Product sales	63,609	68,452
Other Income	84,318	64,569
	988,969	1,290,404
<b>Operating Expenditure</b>	<b>2017</b>	<b>2016</b>
Levy & FEI expenses	47,409	42,948
Veterinary Education & Representation	-	5,953
Venue and equipment hire	6,509	2,908
Prize money expense	14,911	14,747
Coaching expenses	15,458	9,333
Accident compensation levies	6,319	8,227
Recruitment Expenses	13,249	9,577
Staff expenses	2,077	6,733
Staff salaries	582,875	591,234
Accommodation, meals and travel	76,345	81,857
Administration expenses	16,129	15,226
Telephone expenses	21,396	22,626
Postage	25,924	28,148
Stationery, photocopying and printing	13,457	11,184
Annual conference costs	3,225	9,900
Bad debt expense	22,859	7,323
Bank charges	10,593	10,008
Insurance	12,022	11,022
IT consultancy and support	52,507	58,016
Legal expenses	(27,625)	76,711
Other expenses	3,758	5,098
Rent	36,977	31,248
Testing	9,907	10,309
Promotion	-	6,755
Bulletin expenditure	6,820	261,129
Product costs	21,221	63,586
Depreciation	29,274	30,693
Audit fee	28,474	31,500
	1,052,068	1,463,997
Operating (deficit) for the year	(63,099)	(173,593)

### BALANCE SHEET

ESNZ Bank Current Accounts	297,095	63,155
Life Membership Fund	-	194,935
Fund Accounts	-	118,721
Other Assets	65,490	89,916
Fixed Assets	90,480	79,753
<b>Total Assets</b>	<b>453,065</b>	<b>546,481</b>
<b>Total Liabilities</b>	<b>643,553</b>	<b>673,871</b>
<b>Accumulated Funds</b>	<b>(190,489)</b>	<b>(127,390)</b>

Note: This financial summary has been provided for information purposes only and does not form part of the audited financial statements.





# DRESSAGE REPORT 2016-17 YEAR IN REVIEW

## SUCSESSES AND CELEBRATIONS /FINANCIAL PERFORMANCE

The Dressage NZ vision as outlined in the current Growth Plan is that

Dressage will be a popular sport, unified in the pursuit of excellence and respected domestically and internationally for the quality of its riders, horses and people.

2017 is also the first year of implementation of the new by-law for administration, a document providing the administrative framework for Dressage NZ. It has been a year of great activity and lots of learning, never a dull moment and always some exciting celebrations as we see the sport of dressage continue to grow.

The Committee and Board invested time at the April planning meeting developing a strategic plan and work has been done to ensure we have appropriate management and business practices in place, including Board Sub-committee terms of reference and role descriptions for all positions .

Board members Kat Macmillan and Gen Denize stood down this year but have been capably replaced by Michelle Zielazo (Marketing) and Scott McKenna (Technical).

Participation has been increasing steadily over the past three years at both Graded and Non-Graded competitions. Training and Development levies which represent the number of tests ridden were up 7% on the same time last year annual starts also showing an increase but one challenge this increased activity presents is volunteer fatigue. The standard of performance and quality of horses is ever increasing at all levels of events.

A number of judges and stewards, both FEI and national, have taken part in professional development opportunities in NZL and offshore increasing our NZL expertise base.

The value of the partnerships enjoyed with our sponsors is exceptional. Dressage is indebted to all our supporters at national and regional level with 2017 reaching an unprecedented level of sponsorships.

There has been a lot to celebrate and milestones achieved during the year.

Of significance has been the first full year of the Dressage NZ Bulletin E-Mag which is proving to be a popular communication tool for both members and the wider dressage community.

Dressage NZ hosted the FEI Pacific League World Cup Final for the first time since 1998 resulting in Wendi Williamson and Dejavu MH becoming the first New Zealander to represent the Pacific Region at an FEI World Cup Dressage Final, this year held in Omaha (USA). Julie Brougham and Vom Feinsten also undertook a huge journey as the third rider to represent NZ at an Olympic Games.

A very successful reciprocal U25 team competition on borrowed horses was held between NZ with Dressage Victoria providing a valuable introduction to international competition for this age group.

Dressage NZ is financially secure and the team works diligently under the guidance of Sara Bright to ensure we maintain a positive bottom line. Despite showing loss of \$18,852 Dressage had a very good “operations” year, the deficit being attributed to an HR settlement.

Fundraising undertaken reached new heights with the Stable of Stallions having its most successful year yet, the Grand Prix Special Rose sales initiative added another \$4000 and riders and supporters got in behind raising extra funds for an additional CDIW leading up to the World Cup Final.

The sport made grants to support Olympic and World Cup representation, and support FEI officials training overseas.

Grants are increasingly difficult to secure and we are grateful to the Southern Trust, Pelorus Trust, the NZ Racing Board, Trust House and Eastern & Central Community.

Dressage NZ takes organisational and financial responsibility for three events; the FEI World Dressage Challenge, the National Championships and the Under 25 National championships. This commitment ensures an annual consistency of product for all stakeholders with the possibility to plan ahead and grow these events.

We are excited about the year ahead and look forward to working together to promote, enable and grow the sport of dressage.

## FINANCIAL SUMMARY - DRESSAGE EQUESTRIAN SPORTS NEW ZEALAND INC

For the year ended 31 May 2017

### OPERATING INCOME AND EXPENDITURE

Operating Income	2017	2016
Other grants	21,218	38,083
Fundraising	23,878	4,075
Levy income	179,470	172,344
Other registration income	1,478	1,530
Competition entry fees	110,273	98,981
Other event income	987	12,285
Interest income	8,279	7,569
Sponsorship	86,733	68,525
Other operating income	16,658	11,133
Product sales	23,830	24,751
	472,804	439,276

Operating Expenditure	2017	2016
Levy expenses	3,404	741
Course expenses	232	1,861
Competition catering expenses	21,135	33,621
Competition expenses	10,715	14,440
Gratuities	24,429	14,258
Venue and equipment hire	46,921	46,007
Prizes Money, Rugs & Ribbons	52,550	43,680
Coaching expenses	8,172	8,516
Training	1,560	1,900
Staff salaries	61,724	62,315
Accommodation, meals and travel	86,840	82,927
Administration expenses	73,326	65,334
Bad debt expense	-	3,500
Grants	37,570	10,000
Legal expenses	39,954	2,949
Other expenses	15,048	15,429
Uniforms	2,272	3,711
Product costs	4,218	8,829
Depreciation	699	751
Gain/(loss) of disposal of asset	886	-
	491,656	420,769

Operating (deficit)/surplus for the year	(18,852)	18,507
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### BALANCE SHEET

Bank Current Accounts & Deposits	255,912	272,557
Other Assets	55,233	40,152
Fixed Assets	3,918	3,002
Total Assets	315,062	315,712
Total Liabilities	74,160	55,958
Accumulated Funds	240,902	259,754

Note: This financial summary has been provided for information purposes only and does not form part of the audited financial statements.

# ENDURANCE REPORT 2016-17 YEAR IN REVIEW

The past year has been a challenging one for ESNZ Endurance. The year started off as usual with events being held on a regular basis but issues bubbling away under the surface started to come to a head and the sport found itself in disarray when a short time prior to the National Championships a Special General Meeting was called for the purpose of a vote of no confidence in the Endurance Board.

The Special General Meeting was duly cancelled as four Board members resigned meaning the remaining three had no quorum to function as a Board and the ESNZ Board was left with no option but to revoke the Board's Delegated Authority to govern the discipline of ESNZ Endurance. A forum was held in place of the SGM which resulted in some positive ideas for the future and many things for those contemplating putting their names forward for the Board to consider.

Many successful club events were held with many new riders being introduced to both endurance and CTR, especially in the Canterbury area where the Canterbury Endurance and Trail Riding Club held a very successful Winter Series aimed at introducing new people to the sport. The North Island Champs, hosted by the Waikato Endurance Club at the Taupo NEC, were very successful with good entries across all levels. This event was followed by the South Island Champs hosted by the Mackenzie Endurance Riders Club, a small club but one that hosted a good event that was enjoyed by those who attended.

The venue at Taupo NEC again provided the opportunity for yet another successful event with many riders achieving their season goals. Although not as many South Islanders as usual made the trek north the competition was still tough across all levels and those who came out on top were deserving winners.

Another successful camp was held for our younger members with these riders again having a fun learning experience under the watchful eye of experienced coaches. Five senior riders crossed the Tasman, two with their own horses, to compete in the Tom Quilty endurance ride. The tough condition took their toll but one of the Kiwis made it to the end of the 160km for a successful qualification on his own horse and gained a much prized Quilty buckle.

Attendance at the AGM in Christchurch was affected by bad weather, delayed and cancelled flights and flooded roads. Those who did make it had the opportunity to take part in a successful forum in the morning and AGM in the afternoon.

The new Board is focussed on moving forward and growing the sport.

On the financial side the year started off looking rather glum after experiencing a deficit the previous year of \$13,000, we could not keep operating the same so drastic measures were put in place at the previous AGM. The Board handed back the running of the Island Champs to the Clubs with a grant to the club running these events receiving \$5000 from national funds plus the payment of all FEI Fees and the Winners Buckles. In return the Board received levies on these events. The Board still ran the National event but on a tight budget which proved to be 100% better with just a small loss as compared to previous years.

The Board also reintroduced start fees to provide additional income that was necessary to continue in a viable position. The end result was fantastic with a turnaround with an end of year surplus of \$4,292 the first surplus for three years.



## FINANCIAL SUMMARY - ENDURANCE EQUESTRIAN SPORTS NEW ZEALAND INC

For the year ended 31 May 2017

### OPERATING INCOME AND EXPENDITURE

Operating Income	2017	2016
Other grants	11,648	8,466
Fundraising	3,644	8,532
Levy income	34,958	26,294
Other registration income	5,952	6,130
Competition entry fees	14,161	25,661
Other event income	-	1,173
Interest income	1,477	2,029
Sponsorship	3,837	11,671
Other operating income	7,222	3,378
Training	1,443	570
Camping, rent and ground fees	6,304	5,261
	90,646	99,165

Operating Expenditure	2017	2016
Levy expenses	6,800	7,318
Course expenses	4,237	5,977
Competition catering expenses	5,325	6,406
Competition expenses	8,711	23,794
Prize money expense	5,592	6,536
Sponsorship expense	-	1,100
Coaching expenses	-	500
Training	5,503	2,295
Board expenses	1,000	6,000
Contract expenses	3,000	4,837
Accommodation, meals and travel	10,168	18,057
Administration expenses	1,200	163
Stationery, photocopying and printing	65	37
Annual conference costs	3,070	3,647
Bank charges	330	318
Grants	9,250	2,000
Other expenses	11,327	7,650
Refunds	3,883	4,543
Uniforms	-	6
Camping, rent and ground expenses	6,895	11,328
	86,354	112,512

Operating surplus/(deficit) for the year	4,292	(13,347)
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### BALANCE SHEET

Cash Assets	67,878	61,389
Other Assets	4,532	7,682
Total Assets	72,410	69,071
Total Liabilities	3,928	4,881
Accumulated Funds	68,482	64,190

Note: This financial summary has been provided for information purposes only and does not form part of the audited financial statements.





# EVENTING REPORT 2016-17 YEAR IN REVIEW

It is hard to look back over the 2016/17 NZ eventing season without remembering the most dominant factor over the entire season – the weather!

In spite of the difficulties with the weather, it was very pleasing to see a rise in starts. The continued growth of CNC65 numbers has come about as more organisers recognise the value of providing this introductory level and it is hoped that this continues to increase in the future.

Starts at 1\* and above have held solid and there appears to be a slow growth of those competing at 3\* level now that FEI qualification requirements have had a few years of relative stability to allow combinations to work through to that level. This is very encouraging for the future, although it must be

said that the introduction of the FEI drug-testing fee has added to the large costs of competing at the higher levels.

The start of the season saw Gillian Hayes step in to a six-month contract as Sport Manager whilst Eliza Riedel was on maternity leave. With Eliza now back, Gillian has remained as Admin Support to Eliza so she can concentrate on more managerial tasks rather than be bogged down in admin.

The Eventing board have worked very hard with organising committees to deliver the required opportunities at FEI level to qualify both riders and horses for progression up the grades.

These events come with considerable cost and considerable extra demands on the organisers. As a board, we continually grapple with how we can work with organisers to provide these opportunities for the small numbers we have at the top of the sport without losing focus on the needs of the grassroots.

Health and Safety has become a real focus in the past year. Events have worked hard to identify their hazards, communicate them and mitigate where possible. On top of this, there are a whole lot of new developments happening all the time around the world to make Eventing safer. As a sport it is important that we follow international best-practice in cross country design and building.

One of the major things that occurred this year was the work in conjunction with the Sport's High Performance arm to obtain a Prime Ministers scholarship to bring Mike Etherington-Smith to NZ to mentor course designers. This was very beneficial and as well as the one-on-one time Mike spent with some of our most promising designers, Mike has worked in a collegial manner to help us identify some gaps in our processes and put systems in place to improve things going forward. It is planned that Mike will be here again later in 2017 to build on this valuable work. Thanks must go to Sarah Dalziel-Clout for all the work she put in to gain this valuable scholarship.

## SUCCESSES AND CELEBRATIONS

In June 2017 Eventing sent a senior and young rider team to Melbourne to contest the Oceania Championships. The outstanding performance to win the Senior teams competition with first, second and fourth places individually was an excellent result for the individuals concerned and for the sport as a whole in NZ. The Young Riders also performed with great credit. One of the key highlights was the way all team members worked together, bought into the team environment and showed strong belief in their coaches. This result was not built in a short time and really did show the results of the Performance Programme that ESNZ Eventing, together with High Performance, has worked to put in place over the last seven years.

The Oceania Championships is an expensive exercise, however ESNZ Eventing believes that it is critical for NZ-based riders to have a pinnacle Event for those at the top end to aim at and it remains a key strategic part of ESNZ Eventing's focus.

On the international stage, our riders continue to excel. The fact that ESNZ Eventing has a solid, well organised, sustainable HP programme has allowed us to keep the vast majority of our HPSNZ funding despite the failure to medal in Rio. Thanks must go to Sarah Dalziel-Clout and her team for this, as well as the foresight of HPSNZ.

## FINANCIAL PERFORMANCE

The financial year finished 7% ahead of budget for total income, which was offset by a 24% increase in expenditure (due to covering the National 3DE losses, an increase in FEI

fees, and a shortfall in sponsorship) giving a final surplus of \$1,575. This surplus is insufficient to cover the additional expenditure planned for the 2017/18 financial year related to the Oceania competition. As a result, some draw-down on reserves may be required next year, unless a significant increase in sponsorship occurs.

ESNZ Eventing's financial position shows a 0.9% decrease in reserve funds. Our plan for 17/18 is to focus on increasing our sponsorship income and the overall performance of the National Three Day Event. The recurring loss of the three day in Taupo is a concern for the sport and so we are looking at ways to diversify the event.

## IMPORTANT THANK YOUS

As eventing people we are all fortunate to have board members who are prepared to put in so much voluntary time to ensure the sport is well governed. A special thank you this year to Alison Watters who stepped down as an appointed member in July. Alison's sensible, independent thinking has been very beneficial to our Board over the last five years.

Our Technical Advisory Group does a fantastic job training, mentoring and developing our officials and it is good to hear how well-regarded our officials are in the international eventing community. I would like to thank the Technical Advisory Group, chaired by Stuart Bishell, for the support they provide for the board and the work they do.

This season ESNZ Eventing welcomed some new sponsors to go along with some of the longer standing ones. We would like to thank all our sponsors, their support is greatly appreciated.

Lastly, I would like to thank our organising committees and every single volunteer who has given their time so that our sport can function. You are all parts of a jig-saw that put together; make Eventing in New Zealand possible.

**Todd Gloyn**  
ESNZ EVENTING CHAIR



# FINANCIAL SUMMARY - EVENTING

## EQUESTRIAN SPORTS NEW ZEALAND INC

For the year ended 31 May 2017

### OPERATING INCOME AND EXPENDITURE

<b>Operating Income</b>	<b>2017</b>	<b>2016</b>
Operating Income	2017	2016
Other grants	19,593	19,818
Fundraising	6,488	9,044
Levy income	187,647	173,938
Competition entry fees	73,680	74,743
Other event income	-	2,400
Interest income	2,256	6,527
Sponsorship	34,641	28,487
Other Income	319	402
	324,624	315,359
<b>Operating Expenditure</b>	<b>2017</b>	<b>2016</b>
FEI & Levy expenses	28,663	9,680
Course expenses	43,008	37,566
Function catering expenses	14,772	11,528
Competition Expenses	12,618	14,214
Gratuities	4,229	2,150
	-	-
Venue and equipment hire	11,074	11,848
Prize money expense	40,470	29,427
Training	845	7,728
Accomodation, meals and travel	31,153	28,545
Administration expenses	89,251	85,541
Annual conference costs	12,004	10,802
Other expenses	1,638	1,017
Technical meeting expenses	1,570	3,770
Promotion	11,997	14,533
Camping, rent and ground expenses	18,459	12,049
Depreciation	-	275
Trans Tasman & Oceania Competition	1,299	1,522
	323,048	282,194
<b>Operating surplus for the year</b>	<b>1,575</b>	<b>33,165</b>

### BALANCE SHEET

Cash Assets	250,193	282,509
Other Assets	43,003	66,667
<b>Total Assets</b>	<b>293,196</b>	<b>349,176</b>
<b>Total Liabilities</b>	<b>101,695</b>	<b>159,251</b>
<b>Accumulated Funds</b>	<b>191,501</b>	<b>189,925</b>

Note: This financial summary has been provided for information purposes only and does not form part of the audited financial statements.





# JUMPING REPORT 2016-17 YEAR IN REVIEW

The year 2016/2017 was a busy and productive year for the sport of Jumping with increased participation and better than expected income streams. Our Board was comprised of Richard Sunderland (Chairperson), Malcolm McKee (Vice-Chairman), Jan Hunt (Performance), Jenny Booth (Planning), Glen Hicks (Finance), Ray Egarr (Technical), Trudi Duncan (Show Hunter), and Maurice Beatson (Riders Rep).

We sent riders overseas including a Young Riders' team to Australia, a childrens' team to Korea, two riders to compete in the FEI Childrens' International in Mexico, a rider to the FEI World Jumping Challenge Final in Algeria and a senior team to Australia. We are also pleased to announce our riders overseas have qualified for the Nations Cup competition in Barcelona in September 2017.

The Board has continued to build on the new Performance Pathway Programme providing assistance for squad riders and recruiting and training more Chefs d'Equipe. There were 13 Youth Programme squad riders announced for 2016-17, three more than the previous year. Four new national jumping selectors were appointed mid-2016 and we have already announced 2017/2018 squads alongside a revised training programme. The focus will be WEG and the Youth Olympic Games.

Upskilling officials and secretaries has been a focus again in 2016/2017 with four secretary's seminars and six officials' seminars held at six different venues throughout the country. They were well patronised and have been expanded for 2017.

Jumping would like to acknowledge the considerable contribution series sponsors provided our sport in the past season - Bayer NZ (overall sponsor) and individual series sponsors Bayleys Real Estate, Country TV, Equissage, FMG, Lincoln University, Caledonian Holdings, Lets Bale, Main-Events, Cortaflex, Mitavite, and East Coast Performance Horses. In Show Hunters, Aniwell, Equissage, NRM, Gyro Plastics, Coca Cola and Burger King they are the sport's VIPs.

For the first time we used software to compile participation rates in the Jumping series classes - 71 shows, 518 classes, 664 riders, 1044 horses and 6380 entries overall. This will be a valuable reference point for future growth and we would like to thank Main-Events for working with us to compile this data across the season. A total of 113 shows were run last year and we have more than 120 shows carded on the show calendar for 2017/2018.

A feature of the sport last year was livestreaming with JX Live reporting much better than expected viewing stats on all programmes. Part of the commitment by the Jumping Board was an investment in upgraded timing equipment and software to enable better viewing and recording of results.

The sport is also privileged to have Diana Dobson and Devon van Til continuing to provide news stories for a wider audience. Social media has proved to be a valuable tool with 7034 (as at 30 Aug) people following ESNZ Jumping and Show Hunter's Facebook page.

We are starting to see more commercial specialty shows in the sport, as Jumping Chairman Richard Sunderland commented "an indication that the sport is becoming good enough to be staged to provide entertainment for the general public and not just provide competition for ourselves".

## SUCCESSES AND CELEBRATIONS

A highlight of the year was our two young representatives Emma Watson and Sophie Townsend competing in the FEI World Cup Jumping Challenge in Mexico January 2017. Day one was first qualifying speed round. Sophie was second and Emma seventh. In the final, Sophie finished sixth overall with just one-time fault and was awarded the style prize from the FEI committee. Emma finished 16th and was awarded the Personality Prize. The girls and their support crews were a credit to jumping and to New Zealand.

Congratulations to the hardworking committees of Central & Southern Hawkes Bay Show awarded Jumping Show of the Year and Glistening Waters ESNZ Series Final Show awarded Show Hunter of the Year for 2016/17. Also, congratulations to John Pearce Jumping Volunteer of the Year, Karen Potter Show Hunter Volunteer of the year, Rachel Martin & Trudi Martin Overall Jumping Personality of the Year and Marilyn Vincent Show Hunter Course Designer of the Year. We would like to also acknowledge the support of all show committees and volunteers who give their time and their ideas to run better shows.

## FINANCIAL PERFORMANCE

Jumping budgeted for a small surplus of \$552 for the year 2016/2017 but as a result of significant savings finished with a surplus of \$50,000 subject to audit.

All in all, Jumping is confident in its future, it is a growing and positive sport and has this year focused on technical reviews and volunteer support to ensure the sport runs efficiently and transparently.

# FINANCIAL SUMMARY - JUMPING EQUESTRIAN SPORTS NEW ZEALAND INC

For the year ended 31 May 2017

## OPERATING INCOME AND EXPENDITURE

Operating Income	2017	2016
Other grants	2,965	5,500
Levy income	377,740	363,634
Other event income	6,094	7,495
Interest income	10,225	12,170
Sponsorship	119,242	130,500
Other income	522	45
Training	39,874	13,017
	556,661	532,361

Operating Expenditure	2017	2016
Organising Dues	17,550	14,623
Competition expenses	81,580	43,034
Prize money expense	46,128	50,088
Sponsorship expense	9,811	10,640
Coaching expenses	22,549	45,068
Training	74,497	34,325
Contract expenses	12,000	12,000
Staff expenses	443	-
Staff salaries	123,726	123,349
Accommodation, meals and travel	72,407	100,238
Telephone expenses	821	2,039
Stationery, photocopying, printing & postage	2,527	3,395
Annual conference costs	8,308	8,518
Bad debt expense	-	8,372
Bank charges	789	178
Legal expenses	6,990	-
Other expenses	3,862	4,709
Technical meeting expenses	4,022	662
Uniforms	1,074	2,613
Promotion	11,910	10,895
Depreciation	2,941	5,181
	503,936	479,927

Operating surplus for the year	52,725	52,434
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## BALANCE SHEET

Bank Current Accounts & Deposits	324,764	363,638
Other Assets	136,577	63,170
Total Assets	474,071	426,808
Total Liabilities	116,789	122,251
Accumulated Funds	357,282	304,557

A short term loan was extended to National Office on 30 May 2017. The term of the loan is 3 years with an interest rate of 5%.

Note: This financial summary has been provided for information purposes only and does not form part of the audited financial statements.

# FINANCIAL SUMMARY - FIBER FRESH NATIONAL EQUESTRIAN CENTRE, TAUPO

## EQUESTRIAN SPORTS NEW ZEALAND INC

For the year ended 31 May 2017

OPERATING INCOME AND EXPENDITURE		
Operating Income	2017	2016
Other grants	1,295,004	180,911
Interest income	1,111	2,245
Sponsorship	59,802	29,719
Other income	29,125	26,280
Entry Fees (Incl Camping & Yarding)	467,998	435,763
	1,853,040	674,918
Operating Expenditure	2017	2016
FEI & Levy expenses	18,164	18,485
Course expenses	11,655	17,102
Competition expenses	24,891	26,231
Gratuities	21,625	24,023
Prize money expense (incl rugs etc)	41,093	40,648
Advertising & Promotion	-	-
Sundry Expenses	3,098	3,710
Accident compensation levies	1,619	1,221
Staff expenses	2,660	361
Staff salaries	63,851	62,668
Administration expenses	9,748	11,702
Telephone expenses	2,194	2,541
Stationery, photocopying and printing	3,797	3,296
Bank charges	231	40
Promotion	4,220	10,198
Camping, rent and ground expenses	188,487	190,985
Interest expense	2,372	3,204
Depreciation	60,428	46,501
	460,133	462,915
Operating surplus for the year	1,392,907	212,003

## BALANCE SHEET

Cash Assets	75,539	119,871
Other Assets	2,495,830	1,180,483
<b>Total Assets</b>	<b>2,571,369</b>	<b>1,300,354</b>
<b>Total Liabilities</b>	<b>387,881</b>	<b>509,774</b>
<b>Accumulated Funds</b>	<b>2,183,488</b>	<b>790,581</b>

Note: This financial summary has been provided for information purposes only and does not form part of the audited financial statements.

# FINANCIAL SUMMARY - NATIONAL EQUESTRIAN CENTRE, CHRISTCHURCH

## EQUESTRIAN SPORTS NEW ZEALAND INC

For the year ended 31 May 2017

OPERATING INCOME AND EXPENDITURE		
Operating Income	2017	2016
Other grants	78,804	304,278
Membership Fees	19,739	19,520
Interest income	1,061	6,313
Bequests	-	5,411
Camping, rent and ground fees	134,666	120,771
	234,271	456,294
Operating Expenditure	2017	2016
Staff salaries	59,080	17,399
Administration expenses	660	-
Telephone expenses	968	883
Bank charges	758	549
Other expenses	484	399
Repairs and Maintenance	85,210	75,900
Camping, rent and ground expenses	37,325	30,672
Depreciation	30,665	27,253
Loss of disposal of asset	5,021	
	220,170	153,055
Operating surplus for the year	14,101	303,239

## BALANCE SHEET

Bank Current Accounts & Deposits	27,219	255,632
Accounts Receivable & Prepayments	7,896	27,963
Building in Progress	504,673	286,733
Fixed Assets	408,843	382,575
<b>Total Assets</b>	<b>948,631</b>	<b>952,904</b>
<b>Total Liabilities</b>	<b>53,122</b>	<b>71,496</b>
<b>Accumulated Funds</b>	<b>895,509</b>	<b>881,408</b>

Note: This financial summary has been provided for information purposes only and does not form part of the audited financial statements.





# HIGH PERFORMANCE REPORT 2016-17 YEAR IN REVIEW

Plans are well underway for the World Equestrian Games 2018 in Tryon, North Carolina, with the core ESNZ management team having conducted a site check, booked additional accommodation and made plans with the Discipline Boards, Discipline Performance Committees and athletes around funding and sponsorship opportunities.

It will be an expensive Games – the estimated total cost to be over \$1.5million to fund up to 21 combinations across our disciplines to compete over there. Depending on the number of competitors, our accredited team members could sit somewhere between 50-80. By far, the biggest cost is horse travel – being upward of \$75k per horse coming from New Zealand. With such numbers to organize, we're grateful for the hard work of Warrick Allan (HP Operations Manager) who is already well underway with this preparation.

Chefs for each discipline will be appointed before the end of the year and they will work closely with the WEG management team to provide discipline-specific expertise to the planning and logistics process.

## EVENTING HIGH PERFORMANCE

The Rio 2016 Olympic Games result was a disappointing pinnacle performance for the Eventing High Performance Programme with the team placing just off the podium for a 4th place. While we celebrated the success of our best-placed individual rider, Clarke Johnstone in 6th place, we did not meet the Key Performance Indicators (KPIs) that we had committed to High Performance Sport New Zealand (HPSNZ) of securing both a team and individual medal at the Games. This was despite what could be viewed as very consistent individual performance results from our riders at the highest level of the sport globally in the preceding four year cycle, with over 21 podium performances at the 30 CCI4\* competitions between January 2012 and December 2016.

Post the Games, a comprehensive debrief review of the programme was undertaken and analysed comprehensively with HPSNZ to develop the Eventing High Performance System and strategy for the Tokyo 2020 Olympics.

Despite not having met the Olympic KPIs, HPSNZ was complimentary about the quality and progress of the other investment considerations, in particular the development of the new HP Plan and some "outstanding individual performances" and ESNZ Eventing was confirmed as a targeted sport with a core investment for two years of \$1.8 million/year.

Sustainability of the "system" is a priority for HPSNZ and therefore a priority within the ESNZ High Performance Strategy, requiring ongoing investment and concentration on the Performance Programme, Coach Development and investment into facilities and resources (including people). However, performance at the 2018 Tryon World Equestrian Games is critical to ensuring we are granted future funding through to Tokyo 2020.

## DRESSAGE HIGH PERFORMANCE

### Highlights

- Stiff competition between High Performance squad members John Thompson and Julie Brougham for the single spot at the 2016 Rio Olympics
- A solid consistent pinnacle event performance from HP rider Julie Brougham and Vom Feinsten at Rio and international preparation-campaign;
- An international campaign from HP Rider Wendi Williamson and Dejavu MH to the FEI World Cup Dressage Final and then on to Europe – the first New Zealander to ever make the final;
- Ever-increasing high eligibility scores required for selection on the HP and HP Futures squads as a result of improving performances from kiwi combinations.

### Challenges

- Recruiting a Dressage HP Manager
- Proving to the NZOC ahead of the Rio Olympics that our nominated combinations were "capable of a top 8 placing at the Games" – which is a requirement of all sports heading to the Olympics. In the absence of high world-rankings or CDI5\* competition results, we managed to get there via statistical deduction, however, this is going to become increasingly difficult going forward, so we need to ensure our Olympic Nomination Criteria better aligns with this NZOC capability requirements for all disciplines and ensure that our athletes understand why this bar needs to be raised.

### Key Learnings

- Well-travelled and healthy horses are significant contributors to pinnacle-event performance
- International Competition exposure is vital to getting an understanding of international facilities, environments, culture, processes, warm-ups, people and performance, however Europe is not an easy transition given the aforesaid, so foresight and planning is required.

## JUMPING HIGH PERFORMANCE

While Jumping was not represented at the Rio 2016 Games, there is a lot of interest in pursuing a team spot at the WEG in Tryon in 2018 and in having a team at the upcoming Nations Cup Final in Barcelona. With such an internationally geographically diverse team, the challenge has always been getting the numbers together to be able to pursue team opportunities at Nations Cups, however the bi-monthly phone calls set up this year have been valuable in connecting the riders and understanding their competition schedules and priorities.

The naming of the Jumping HP squads was delayed due to challenges in recruiting HP Selectors, so we thank the National Jumping Selectors for stepping up to take this role and we now welcome on Oliver Edgecombe and Helena Stormanns as our HP Selectors.

## ENDURANCE HIGH PERFORMANCE

Endurance was not represented at the last World Champs in 2017 due to the last-minute changes to the hosting nation and the costs involved in sending combinations to Slovakia at such late notice.

Notwithstanding that, the Endurance High Performance Programme has continued to support its high performance riders with the 2018 World Equestrian Games at front-of-mind. The programme that Endurance HP Manager Sue Reid has implemented in the past two years, on a minimal budget, has bought the High Performance Riders together well ahead of their next championship to align their goals as a team and to begin preparing campaigns as individuals. This programme includes bi-annual camps/clinics, IPP support and the provision of sponsored product and vet/nutrition support and advice from Randlab, Independent Equine Nutrition and Rolleston Veterinary Services.

**Sarah Dalziell-Clout**

ESNZ HIGH PERFORMANCE DIRECTOR

# FINANCIAL SUMMARY - HIGH PERFORMANCE

## EQUESTRIAN SPORTS NEW ZEALAND INC

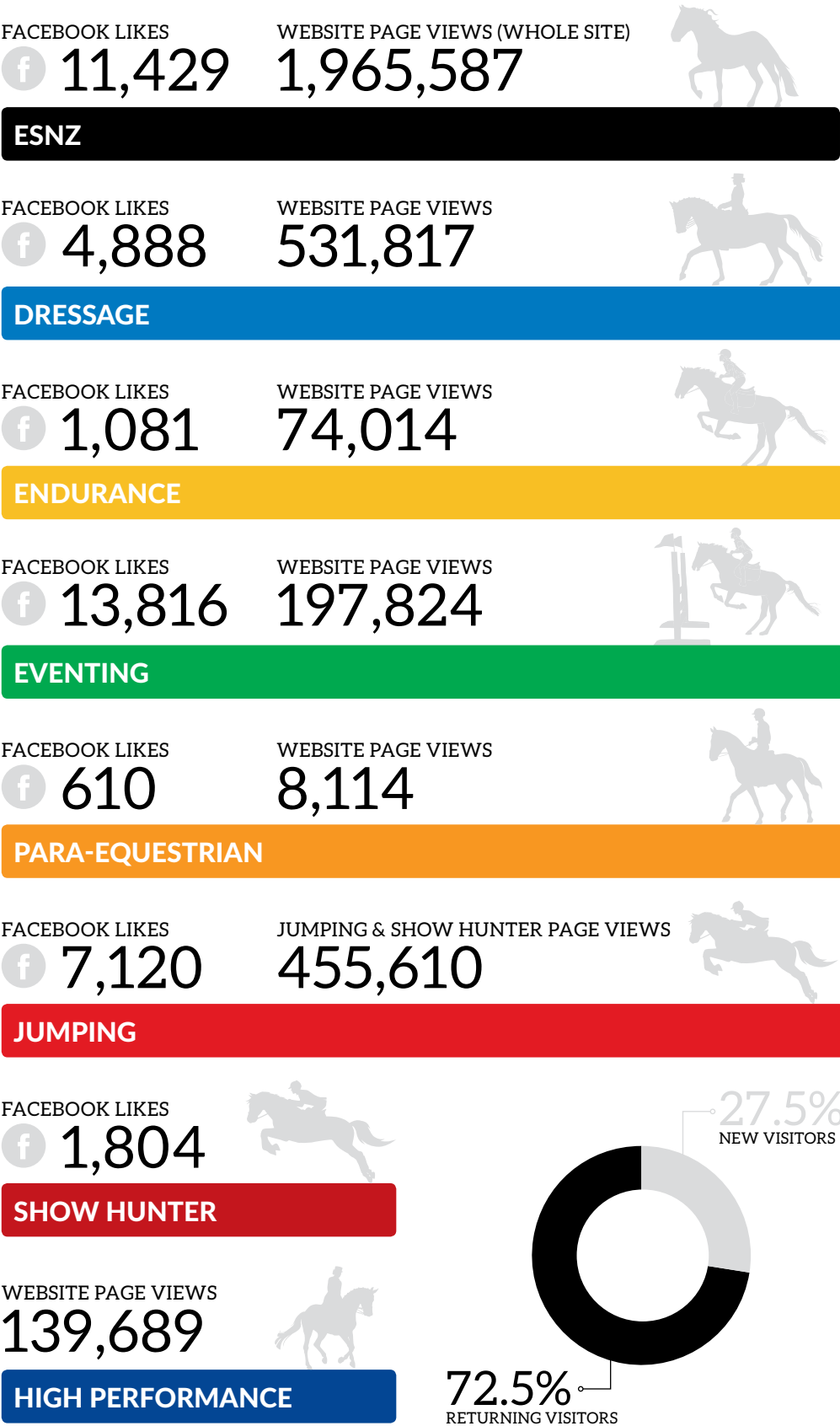
For the year ended 31 May 2017

### OPERATING INCOME AND EXPENDITURE

Operating Income	2017	2016
HPSNZ Grant funding	1,909,975	2,141,079
Sundry Program Income	-	5,852
Interest income	-	11,948
Sponsorship	8,915	-
Costs Recovered (Rio)	108,782	-
	2,027,672	2,158,879
Operating Expenditure	2017	2016
High performance programs and management	1,357,938	1,479,858
IPP & PM Scholarship Payments	401,601	584,202
Horse Power Loan - Written Off	-	32,728
Administration expenses	43,134	16,288
Legal expenses	640	1,161
Foreign exchange (gain)/loss	43,684	2,799
Horse Power related activities	44,757	-
	1,891,753	2,117,036
Operating surplus for the year	135,919	41,844
Unspent HP Sport NZ Funding	735,513	432,301

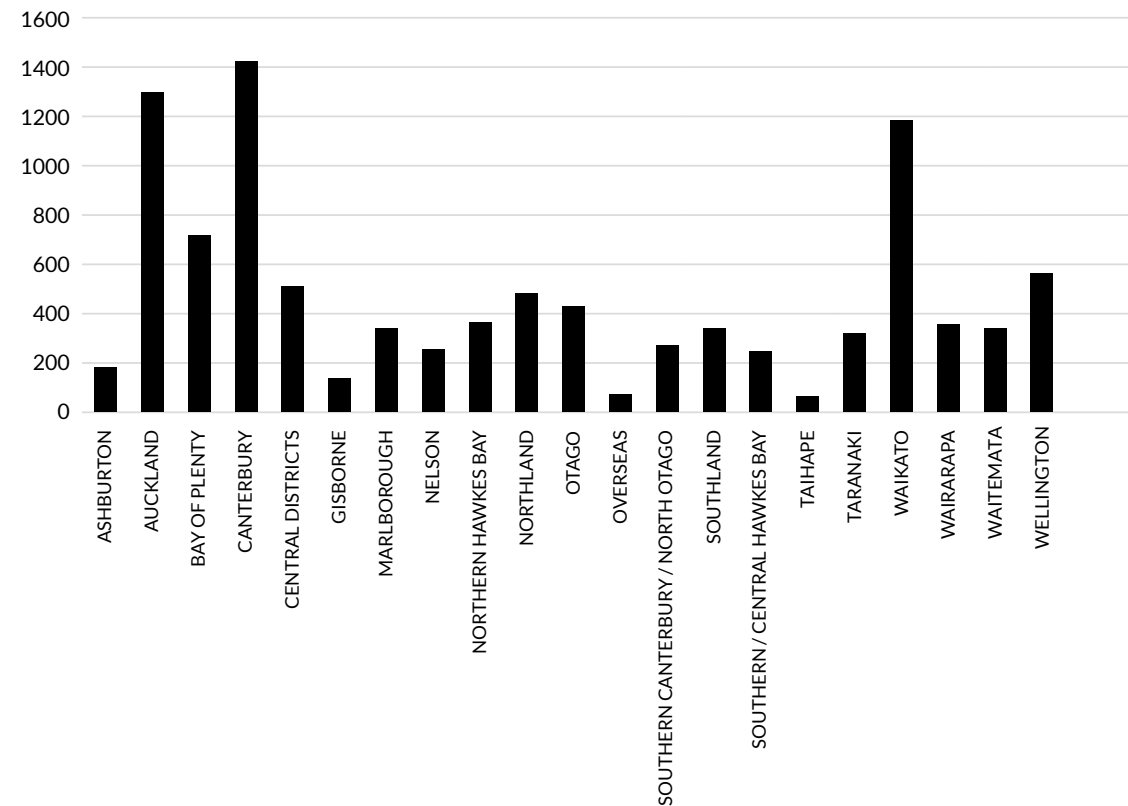
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# STATISTICS





# MEMBERS BY AREA



# 2017 OFFICERS AND STAFF

**PATRON**  
Jennifer Millar CNZM

**PRESIDENT**  
Richard Sunderland

**VICE PRESIDENT**  
Nick Pyke MMZM

## ESNZ BOARD OF DIRECTORS

**Nick Pyke (Chairman)**  
**Richard Sunderland**  
**Lynda Clark** – Dressage

**Alison Higgins** – Endurance  
**Alison Watters** – Eventing  
**Malcolm McKee** – Jumping  
**Kathryn Roberts** – Appointed

**Wallie Niederer** – Appointed  
**Phillip Cornegé** – Appointed  
**Don Robertson** – Co-opted

## HONORARY LIFE MEMBERS

(† Deceased)

Lord Willoughby Norrie †  
R.S. Pilmer †  
J.N. Lowry †  
A.G. Quartley †  
D Holden †  
W.R. Duncan †  
B.E. Kellier †  
B.G Rutherford †  
Mr G.P. Donnelly †  
C Bolgar †

R.D Dalley †  
H.W. Beatson †  
P.T. Williams †  
H.V. Thompson †  
H.H. Morice †  
D.M. Crowther †  
T.I. Caseley †  
A.R. Caro †  
Sir Ronald Trotter †  
H.R Dutton †

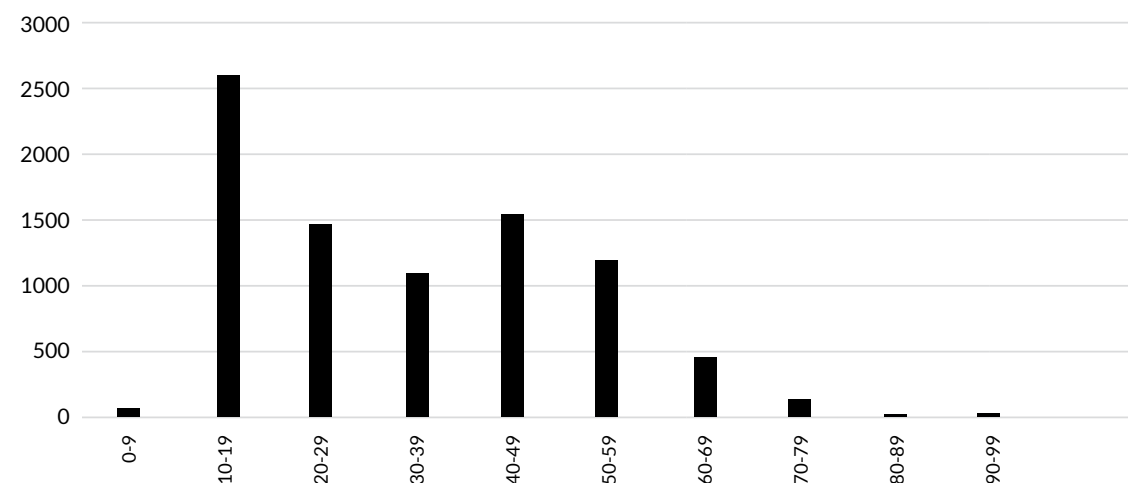
R.A. Hunter †  
G. Gilmour †  
R. Gapes †  
J. McCall †  
Mrs G.P. Donnelly †  
N.D. Matheson  
A. Hampton  
A (Gus) Meech  
W. Scott  
C. McRae

Mr J Wright MNZM  
Mrs M Hain QSM  
K. Hansen  
R. Ward-Smith  
B. Birnie  
Mrs J Millar CNZM  
M. Tucker  
M. Leigh  
C. Hodson  
K. Trotter

**AUDITORS**  
Moore Stephens Markhams

**SOLICITORS**  
Gibson Sheat

# MEMBERS BY AGE



## CURRENT EQUESTRIAN SPORTS NEW ZEALAND STAFF

### National Office Team

**Secretary General**  
Vicki Glynn

**General Manager**  
Dana Kirkpatrick

**Executive Assistant**  
Emma Gowan

**Finance Manager**  
Pui-see Shadwell

**Finance Assistant**  
Caroline Strack

**National Sport Administrator**  
Heidi Bulfin

**Member Services Administrator**  
Alisha Sixtus

**Member Services Administrator**  
Claire Lovewell

### High Performance Team

**High Performance Director**  
Sarah Dalziell-Clout

**High Performance Eventing Manager**  
Graeme Thom

**High Performance Operations Manager**  
Warrick Allan

**High Performance Events & Sponsorship**  
Ginny Loisel (UK)

**High Performance UK Administrator**  
Jackie Green

### Sport Team

**Dressage Sport Manager**  
Wendy Hamerton

**Dressage Events & Marketing Manager**  
Celine Filbee

**Endurance Sport Administrator**  
Jo Lankow

**Eventing Sport Manager**  
Eliza Riedel

**Eventing Administrator**  
Gillian Hayes

**Jumping Sport Manager**  
Victoria Martin

**Jumping Communications and Sponsorship Manager**  
Bailey McCormack

**Show Hunter Points**  
Sandy Richmond

### National Equestrian Centres

**NEC Christchurch Caretaker**  
Steve Irwin

**NEC Christchurch Administrator**  
Tricia Johnston

**NEC Taupo Caretaker**  
Mark Brunton

**NEC Taupo Administrator**  
Lorraine Watson





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Back Cover photo: Libby Law

ONYX 19024





**EQUESTRIAN SPORTS**  
NEW ZEALAND