

# ESNZ Eventing Board Structure - Discussion Document

May 2021

This paper is intended to be used as a guide to support discussions around the future Board structure.

## Introduction

Up to this point the current Eventing board has had both semi formal and informal discussions regarding the Board make up and structure, specifically around roles, responsibilities and voting rights.

During these discussions the existing two OC and two Rider Rep position holders expressed feeling less valued and having less input into sport business due to the fact that together they represent only one vote for each of the respective roles.

ESNZ Eventing now wishes to progress these discussions into a self-review to address these concerns, and it is also timely to do so in commitment to continual improvement.

### **The purpose of the review is to establish the appropriate:**

1. Number of Board members and voting rights
2. Composition of the board members and representation of the key stakeholder groups
3. Substructure of the board subcommittees / working groups / assigned portfolios
4. Appointment processes for each board member role
5. Appointment terms for each type of board member

### **When striving for the best outcome, the Board will consider the following:**

- What is the optimum number of Board members to:
  - best serve the needs of Eventing,
  - promote good decision making,
  - underpin effective governance,
  - support succession planning for board members and the chair role, and
  - promote board efficiency.
- Governance and Management requirements on board and members
- The best use of membership funds spent on supporting the board
- The workload to support the sport and how best managed between the Board, Contracted/Paid staff, and other volunteers
- Expectations of time commitment / ability of volunteers to commit time to board activities
- Experience / skills required and typically available within the sport and how complemented with appointed members.
- Roles and portfolios and how Eventing best utilises the expertise while providing Board members with a fulfilling experience and reward for their voluntary input.
- How the Board can best support the sport stakeholders, particularly the Area Groups and Organising Committees and officials
- How the Board ensures that the technical aspects of the sport are appropriate and current?

## Current Structure and Composition

The ESNZ Eventing Board is currently made up of 11 Members;

- Four (4) Elected Members
- Three (3) Appointed Members
- Two (2) Rider Representatives – North Island & South Island (1 vote)
- Two (2) Organising Committee Representatives (1 vote)

The seven (7) elected and appointed Board members each hold a vote; however the rider representatives and OC representatives only hold half a vote each, together they represent 1 rider rep vote and 1 OC rep vote – thus the Eventing board has 9 voting members.

While it is not very common practice for the Eventing Board to reach a decision by split vote – the Board is mostly always unanimous in its thinking - the above applies to actions such as; proposing of motions, seconding minutes and actions etc.

Board meetings are also attended by;

- The Sport Manager
- The Technical Advisory Group Chair
- The High-Performance General Manager
- The ESNZ CEO

Note that within the ESNZ constitution (pt 14.5) it states that the ESNZ President is a member of all discipline boards. However, in practice they have not attended our meetings.

None of these positions are voting members of the Board but it means that at times there can be fifteen (15) people around the Board table.

Position Descriptions are available in Appendix I for [Board Members](#) and Appendix II for [OC representatives](#). There is currently no specific position description for the Rider Representatives. The terms of reference for the Technical Advisory Group are provided in Appendix III.

## Background: The Evolution of the Board structure

### Eventing Bylaws

The sport Bylaws which govern the discipline of Eventing have evolved over the past 10 years to increase the size and make up of the Eventing Board. These changes are the result of the Sport and Board listening to members' feedback. The current bylaws can be viewed on the ESNZ website [here](#).

#### Eventing Bylaws up to 2011

The Board shall comprise seven Board Members as follows:

- (a) Four (4) nominated financial members of the NF elected under Rule 7; and
- (b) Three (3) members appointed under Rule 8.

## **AGM Ratification of Appointed Board Members**

During the 2010 AGM the Board was questioned over the fact that the Chair of Eventing and Vice Chair positions were held by appointed board members and not by elected board members. Three members of the 7 member board (almost half) could, at the time, be appointed by the Board without any influence by the membership.

The bylaws were amended soon after this AGM to introduce the AGM ratification of appointed board members which remains in place to the present day.

10.2.4 *At the AGM following the appointment of a Board Member by the Appointments Committee the AGM will be given the opportunity to ratify the appointment made. If the AGM disagrees with the appointment, with a 75% majority of the area voting delegates, the person appointed shall be required to step down from the ESNZ Eventing Board.*

## **Organising Committee and Rider Representation**

At the same AGM (2010) a remit was presented proposing a change to Bylaw 2. Membership – that the voting delegates be the duly appointed representatives of each Organising Committee, rather than the duly appointed representatives of each area group.

The reasoning being, that areas with small memberships, running in some cases only one event each year with very few starts, have the same voting rights as an area group comprising several OCs and running several events with big entries i.e. represents a bigger portion of the membership.

There wasn't enough support for this remit during the AGM and it was withdrawn.

Also, at the time the sentiment was expressed that the then Board members were somewhat distanced from the sport and stronger OC representation was requested. The Board undertook to review the representation from areas in the 6 months following the AGM and this prompted the introduction of the Organising Committee Representative and Rider Representative positions in 2012.

### **Eventing Bylaws 2012 Composition of the Board**

The Board shall comprise no less than six (6) and no more than seven (7) Board Members as follows:  
Four (4) nominated and duly elected financial members of the NF elected under Rule 9,

Up to three (3) members appointed under Rule 10

The President and CEO of the NF have a standing invitation to attend and contribute to ESNZ Eventing Board meetings.

**One of the Riders Representatives and one of the Organising Committee Representatives shall be appointed to attend and contribute to Board meetings.**

## **Organising Committee Representative Positions**

While the bylaws stated that there would be two organising committee representatives, there wasn't a clear process for how the positions would be appointed or elected.

It took some time but in 2012 the introduction of the OC rep positions was presented to the Area Groups and the changes to the Bylaws were proposed to the 2012 AGM.

### **Eventing Bylaws 2014 Composition of the Board**

The Board shall comprise no less than seven (7) and no more than nine (9) Board Members as follows:  
Four (4) nominated and duly elected financial members of the NF elected under Rule 9

Up to three (3) members appointed under Rule 10

One Organising Committee Representative – both Organising Committee Representatives may attend Board Meetings but together they represent one member for all Board decision-making processes.

The President and CEO of the NF have a standing invitation to attend and contribute to ESNZ Eventing Board meetings.

One of the Riders Representatives shall be appointed to attend and contribute to Board meetings.

### **Rider Representative Positions**

The Bylaws were then updated in 2015 to reflect the fact that the Rider Representative held the same positions on the Board as the OC representatives (2 positions that represent 1 decision making member)

### **Eventing Bylaws 2015 Composition of the Board**

The Board shall comprise no less than seven (7) and no more than nine (9) Board Members as follows:

Four (4) nominated and duly elected financial members of the NF elected under Rule 9

Up to three (3) members appointed under Rule 10

One Organising Committee Representative – both Organising Committee Representatives may attend Board Meetings but together they represent one member for all Board decision-making processes.

One Riders Representative – both riders representatives may attend Board Meetings but together they represent one member for all Board decision-making processes.

## **Discussion Question One: What is the ideal composition of the board members and representation of the key stakeholders?**

The Board needs to have the collective skillset and professional competencies required to serve its purpose whilst also ensuring we have the appropriate perspectives (or 'voices') as part of the Board discussions and involved in the decision making to serve its members.

### **ESNZ and other discipline Boards structures:**

As an organization, Equestrian Sports NZ has a governing board (the ESNZ Board) that is legally responsible for the governance of the organisation as a whole.

ESNZ Board: 9 Members - 5 Members (3 appointed and the ESNZ President and Vice president) and 4 Discipline Representatives – Eventing, Jumping, Dressage and Endurance.

The disciplines are governed, or managed, by their own boards who are effectively subcommittees of the ESNZ Board. They are comprised of:

Jumping Board: 9 Members – (Max 10: 7 Elected, 2 Appointed, Riders Rep + ShowHunter chair) Chairperson, Finance, ESNZ Rep, Performance, ShowHunter, Sponsorship & Grants, FEI, Rider Rep, Co-Opted Member.

Show Hunter Executive Committee: 7 members.

Dressage Board: 6 Members – 3 Elected (Chair, Judges, Performance & Development) 3 Appointed (Technical/Rules, Marketing & Communications, Finance)

Endurance Board: 7 Members (Max 9, 7 elected (Each Island must have at least two board members), 2 Appointed)

Eventing Board: 9 Members – 4 Elected, 3 Appointed, 2 OC Reps (1 vote), 2 Rider Reps (1 vote)

**What combination (elected, appointed, representative, co-opted) is needed to provide for the sports needs and support for the Sports Manager?**

- Even though the Eventing’s bylaws allow for 9 positions (11 members) on the Board, the 3 appointed positions have not always been filled. Shortly after the 2020 AGM the final vacancy was appointed into to fill a skill gap around sponsorship.
- Eventing Organising Committees are well represented by the current Board members. In addition to the 2 OC Rep positions, the current 4 elected Board members all hold active positions on their local OCs. Is it time to consider alternative options as the original concern re lack of connection with the sport is being well covered by current members?
- Given the importance of the Technical Advisory Group, would it be appropriate to bring the Chair of TAG onto the Board as a member with that portfolio responsibility?
- Co-opting members is when a person with a particular skill set or knowledge/experience is brought onto the board for a short period to work on a specific initiative/issue.

**Discussion Question Two: What are the most effective substructures of the Board?**

The Board’s Strategic Plan has three major pillars which embrace a number of initiatives considered important to the sport and that the Board wishes to implement.

The Board has one employee, our Sport Manager (SM) Eliza Johns, and while she underpins all of our activities, the Board recognizes that it should be the Board’s responsibility to undertake management tasks and activities to support the SM and to make progress on strategic initiatives and to drive them.

In 2020 the Board had existing sub-committees such as the National Three-Day Sub-Committee chaired by member Graham Fox, while other Board members had taken responsibility for other areas (e.g. finance – Maree Burnett). At the September Board meeting it was agreed that working groups were needed, with clear aims for the sport and the Board, and delegated authority and reporting requirements. Accordingly, the follow groups were agreed upon:

- Attracting more riders
- Financial sustainability
- New commercial partnerships
- Vibrant organizing committees
- Leadership and people for the future
- HP Programme

**Subcommittees:** Are formalised groups of board members and other non-board members, who operate under a term of reference with specified delegations of authority, with an ongoing / indefinite timeframe

**Working Groups:** Are groups of board members who come together to work on a particular issue or initiatives and disband once that has been addressed. A terms of reference and delegations of authority is not usually required.

**Portfolios:** Leadership of a specific area of accountability which the Board has assigned to an individual.

### **Would a more clearly defined portfolio-based Board be of more effective?**

Portfolios could be set positions elected into, for example:

- Officials Development and Technical
- Area Groups and Organising Committees
- Riders (Competition Pathway/Attracting more riders)

Whilst other portfolios could be allocated to elected / appointed members, for example:

- Finance
- Sponsorship (and Communication??)
- ESNZ representative
- Chair

Overleaf is a diagram of our current operating model which includes, Sub Committees, Working Groups and Portfolios. Reflection on the effectiveness of these structures is sought and not assessment of the effectiveness of the work currently done i.e. are these the best structures to deliver on the purpose they were set up to achieve.

## **Discussion Question Three: What is the optimal number of Board members?**

**What is the ideal number of Eventing Board members (and their voting rights) to carry out board activities and deliver results to members?**

The Institute of Directors, Four Pillars of Good Governance states;

- *“The interests of shareholders (the membership) will be best served if its board acts with maximum efficiency and effectiveness. The optimum number of Board members depends on the size of the company, nature, diversity and complexity of the business.*
- *A board that is too large may not give its members the opportunity to participate in discussions and decisions to the best of their ability, may result in board business being prolonged.*
- *A board that is too small can limit the breadth of knowledge needed.*
- *As a general rule, a board that is 6-8 members is usually found to be the most appropriate. “*

Several possible options of Board structures are presented overleaf to prompt our discussion of these first three discussion questions. Please do not limit discussion to these options and please suggest alternatives.

# Current Eventing Operational Substructures

## Functional Activities

Performance  Media  Finance  Series  AGM 

## Working Groups

New Riders  HP Liaison  Vibrant OCs  Fin. Sustain.  Com. Partners 

Oceania



ESNZ Board

## Subcommittees

  
International

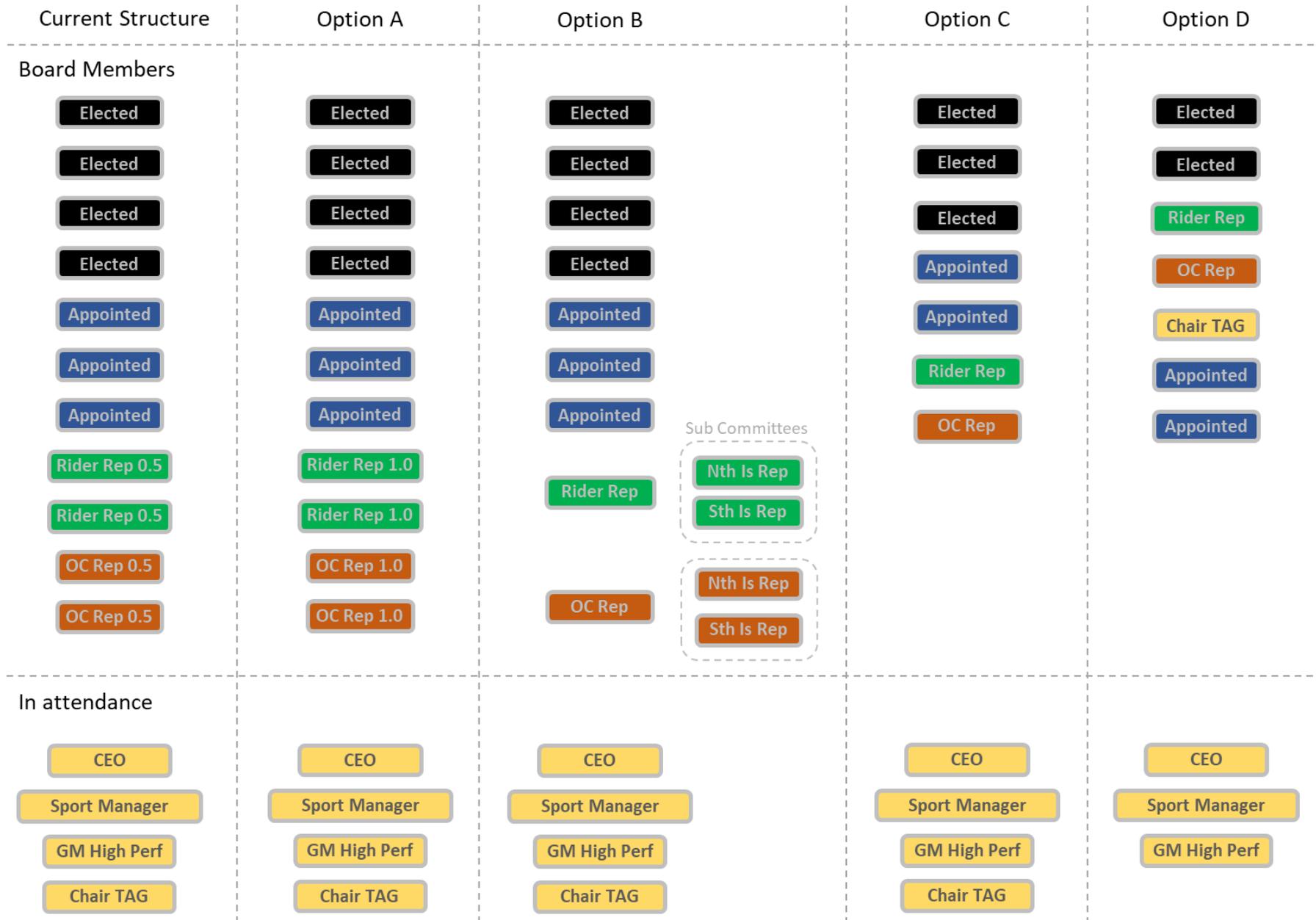
  
NECs

  
TAG

  
NZ3DE

XC Taupo

# Possible Eventing Board Structures



## Discussion Question Four: Do current Appointment Processes need to be revised / aligned?

Board positions are currently made through different appointment processes.

- The process for election and appointment of the 4 elected and 3 appointed Board members is very clear under points 9 and 10 (respectively) in the Bylaws. Elected members are nominated and voted on by area groups. Appointed members are recruited/interviewed by a panel of three.
- The process for the election of the rider representatives is clear in the bylaws (Held at rider's meetings at key events on each Island) but is quite loose in execution. Does this need to be more formalised?
- The Bylaws need revising as they set out the election process for the Rider Representative under the AGM section (refer to section 5.8) as representatives to vote at the AGM. The Board section does not state that the Board positions are to be filled by the Riders Representatives elected as voting members at the AGM. There is no position description for this role.
- The process for the election of the Organising Committee representatives is clearly documented in the bylaws. The Bylaws also need revising here as they set out the election process under the AGM section (refer to section 5.9) as representatives to vote at the AGM. The Board section does not state that the Board positions are to be filled by the OC Representatives elected as voting members at the AGM. The position description clearly sets out the Board responsibilities, but that document is not part of the Bylaws.

## Discussion Question Five: Should Position Terms and Rotations be standardised and realigned?

Currently Board positions have different term lengths: Elected and appointed Board member terms are three years; OC representative are two years and Rider Representatives are one year.

**Given the time it takes people to become familiar with the board role, would be it advantageous for all positions to be three years?** And thus do position rotations need to be recalibrated to support continuity / succession planning?

The following table shows the terms of office of current Board members:

Board Member	Elected/Appointed	Term to Expire
Marg Evans Chair-person	Elected 2015, 2018	AGM 2021
Raewyn Eastwood Deputy Chair	Appointed 2019 (ratified AGM 2019)	AGM 2022
Maree Burnett	Appointed 2018 (ratified 2018 AGM), Reappointed 2020	AGM 2023
Graham Fox	Elected 2018	AGM 2021
Clive Long	Elected 2019	AGM 2022
Jane Callaghan	Elected 2019	AGM 2022
Rosie Edwards OC Rep	Elected 2019, Elected 2021	AGM 2021
Leonne Jones OC Rep	Elected 2019	AGM 2021
Chris Perkins OC Rep	Elected 2021	AGM 2023
Lydia Truesdale Riders Rep – South Island	Elected 2018	October 2020
Heelan Tompkins Riders Rep – North Island	Elected 2020	May 2021
Shannon Galloway	Appointed July 2020 (to be ratified AGM 2021)	

The two OC Rep positions are up for rotation at AGM 2021. The sport Bylaws require for the nomination and election process to be carried out before May – this is now underway and has concluded as only two nominations were received.

Two elected Board positions are up for rotation at AGM 2021 – the nomination process is underway and will be completed at the AGM.

### **Progressing with Bylaw Changes**

If the Board was to change the Board structure, appointment process and terms, the By-laws would need to be changed. The process for this is set out in the Eventing By-Laws section 11. Power and Duties of the Board, subsection 11.2 Specific Powers and Duties:

#### **11.2.7 Regulations and Policies**

To make, alter, revoke Regulations, By-Laws, Competition Rules and Policies affecting any matters concerning in or in relation to the administration and control of the sport of Eventing in New Zealand provided that such alterations or evocations shall not be inconsistent with the Constitution and the General Rules and Regulations of the NF. Any changes to the regulations will be published in the NF Bulletin magazine and on the NF website and sent to the Eventing Area Committees.

Our understanding is that this enables the Board to change the By-laws ourselves. However, it is considered appropriate to socialise and discuss any potential changes with delegates at the AGM. Previously changes have been made in two ways: A small change regarding the timing of the AGM was made by the Board last year. Prior to that changes have been made through the remit process of the AGM.

It is recommended that any new Bylaw changes would come into effective in a graduated way as the current Board members terms conclude. The nomination processes currently underway for the OC and elected positions will continue and those members would come onto the Board after the 2021 AGM. The new Board structure would thus transition into effect over the next 2-3 years.

The current ESNZ Constitution review is anticipating some amendments will need be made to all the Discipline's by-laws, however these are currently undetermined and not expected to impact on the topics of this discussion document.

## Appendix I: ESNZ Eventing Board Member Role Description



### ESNZ Eventing Board Member Role Description

Equestrian Sports New Zealand (ESNZ) is the national body for Equestrian Sports. It aims to deliver quality equestrian competitions and administration in conjunction with its five discipline bodies (Eventing, Jumping, Dressage, Endurance and Para Equestrian). The organisation's core values include the welfare of the horse, integrity, excellence, unity, fair play and respect. Fit for purpose policies, including Health & Safety and Drug & Alcohol, are in place for the benefit of all members. ESNZ has around 20 staff and a Wellington based head office.

For more information please visit <https://www.nzequestrian.org.nz>

The ESNZ Eventing discipline board is responsible to the ESNZ National Board and consists of; 4 elected members, up to 3 appointed members, 2 Rider Representatives (North and South Island) and 2 Organising Committee Representatives. The Chair and Vicechair are appointed by the board.

#### Functional Relationships with

- Eventing Sport Manager
- ESNZ CEO
- ESNZ Finance Director
- ESNZ High Performance Director
- Eventing Performance Leader
- Eventing Technical Advisory Group
- Event Riders Association of NZ
- ESNZ Area Eventing Groups
- Event Organising Committees

#### Primary Objectives

- Governance for the betterment of the sport of Eventing in New Zealand.
- Uphold the vision and values of Equestrian Sports New Zealand.

#### Key Tasks

- Formation of key visions, goals & mission statements that set the sport's strategic direction.
- To provide strategic direction and support to the Sport Manager
- Development of the sport's growth plan – growing participation, sport & competition resources, technical and coaching capabilities
- Work with other stakeholders to develop Performance pathways supporting the development of future elite athletes

- Develop, up-hold and deliver the sport's rules and by-laws in conjunction with the Technical Advisory Group – with a strategic focus on safe participation and good competition
- Ensure a robust competitive environment at all levels for NZ riders
- Developing, monitoring, planning and delivering sound financial strategies
- Development of the annual governance work plan
- Develop Terms of Reference for any standing committees within or ad-junct to the Board
- Review and evaluate the Board's performance regularly
- To have open and transparent communication with the wider sport
- To ensure the sport is sustainably resourced – physical, financial and personnel.
- Ensure that best-practice health & safety procedures are developed for the sport.
- Develop and maintain relationships with non ESNZ organisations such as NZPCA and RAS.
- Appoint short term working groups for specific purposes as and when required.

**Key skills the Eventing board have identified that would complement the current skill-set of the board:**

- **Governance skills/business leadership/strategic planning**
- Sponsorship management and communications experience
- Commercialisation Experience
- Legal expertise
- **Financial & risk management**
- Media, marketing and promotional experience



## Organising Committee Rep Role Description

### PURPOSE:

1. Enable Organising Committees' perspective to be represented effectively to the ESNZ Eventing Board.
2. Provide a single point of contact for Organising Committees' to provide feedback, raise issues and present ideas to the ESNZ Eventing Board.
3. Be an effective communication channel for Organising Committees so that they are well informed of ESNZ Eventing activities, plans and progress.

### EXPECTATIONS:

1. One of the two elected Organising Committee representatives is appointed as the Board-attending representative and attends all ESNZ Eventing Board meetings. This will involve 6 – 7 meetings per annum including a two day meeting in January and the ESNZ Eventing AGM in July. Cost of travel to these meetings is met by the sport.
2. Understand and be active in supporting the activity required to achieve ESNZ Eventing strategic and annual business plans.
3. Accurately and effectively represent the perspective of all ESNZ Eventing Organising Committees at ESNZ Eventing Board meetings.
4. Active participation and contribution to discussion in ESNZ Eventing Board meetings.
5. Proactive and effective communication of ESNZ Eventing decisions, issues, needs, plans and progress to ESNZ Eventing Organising Committees.
6. Being an approachable, considerate and enthusiastic representative for ESNZ Eventing Organising Committees.
7. Able to represent ESNZ Eventing Organising Committees collective view regardless of its alignment with personal view.

### KEY FUNCTIONS:

1. Bring ESNZ Eventing Organising Committees' perspectives, ideas, feedback and concerns to the attention of ESNZ Eventing Board.
2. Take ESNZ Eventing perspectives, ideas, issues and opportunities to ESNZ Eventing Organising Committees.
3. Through active communication with ESNZ Eventing Organising Committees, identify potential, future issues and opportunities for growing the sport of Eventing in New Zealand. Propose solutions or support processes to identify and implement actions to maximise opportunities.
4. Being a conduit for information and communication between ESNZ Eventing Organising Committees, the ESNZ Eventing Board and the sport of Eventing.

## Appendix III: Technical Advisory Group Terms of Reference



### Eventing Technical Advisory Group - Terms of Reference

#### Aims

- To ensure ESNZ Eventing has a capable and competent list of technical officials able to meet the current and future needs of national and FEI Eventing competition in New Zealand.
- To contribute to and make recommendations to the provision of quality technical rules that provide a safe and competitively fair sport.
- To ensure the technical issues of the sport (officials, rules) encourage participation at all levels and contribute to a development pathway for athletes.
- To work positively with the ESNZ Eventing Board and other sub-committees and working groups to develop opportunities that assist Eventing combinations reach an internationally competitive level.
- To support and uphold the values of ESNZ in the Technical Advisory Group and in the interaction of Technical officials within the sport.

#### Structure

1. The Technical Advisory Group (TAG) is a group set up by and reporting to the ESNZ Eventing Board.
2. The TAG shall be responsible for the budget for Technical which will be determined annually by the ESNZ Eventing Board and must be strictly adhered to.
3. The TAG is likely to meet 2-3 times per year using teleconference, Zoom or in person.
4. The TAG shall have 4-6 members responsible for the following:
  - Rules
  - National Safety Officer
  - Judge's Liaison
  - Technical Delegate Liaison
  - Course Design Liaison
  - Steward General for Eventing (Liaison)
5. The ESNZ Eventing Board will appoint members to the TAG. Each position will be appointed for a term of three years with (two positions) becoming vacant by rotation each year at the Eventing AGM or at a suitable time as soon after the AGM as possible.
  - 2020 Steward Liaison and Technical Delegate Liaison
  - 2021 Steward Liaison and National Safety Officer
  - 2022 Course Design Liaison and Judges Liaison
6. Members of the TAG will serve no more than two continuous consecutive terms, unless expressly invited to do so by the ESNZ Eventing board.
7. With the approval of the ESNZ Eventing Board, the TAG will annually appoint the chair of the Technical Advisory Group at the first meeting after the AGM.

### **Specific Responsibilities**

The Eventing Technical Advisory Group will be responsible to the ESNZ Eventing Board for:

1. Implementing the technical aspects of ESNZ Eventing Board decisions.
2. Recommending to the ESNZ Eventing Board officials for all National Championships and FEI events to support the career pathways of national officials.
3. Planning and implementing continuing education opportunities for Technical Officials and other personnel according to an annual calendar approved by the ESNZ Eventing Board. Training will include both the technical aspects of their role, any legal responsibilities and any necessary skills to ensure communication or other dealings with organising committees, other officials, volunteers and athletes are undertaken in a professional manner that encourages involvement in the sport. Such training also needs to ensure awareness of any relevant New Zealand laws.
4. Implementing International Safety Standards and policies as delegated by the ESNZ Eventing Board.
5. Ensuring Health and Safety practices in the sport align with current New Zealand legislation and are developed to encourage participation within the sport.
6. Recommending rule changes, procedures and policies concerning the technical rules of the sport including safety issues.
7. Managing the lists of National and International Officials
  - a. Document and communicate a 'career pathway' for each technical official role.
  - b. Develop and document target vs current officials list showing the number of officials at each stage of 'career pathway'.
  - c. Upgrade officials where appropriate.
  - d. Identify potential officials for promotion to FEI Levels and to attend FEI courses.
  - e. Facilitate the training and presentation of officials for evaluation by the FEI.
  - f. Recommend the demotion or removal of officials from national or FEI lists to ESNZ Eventing Board.
  - g. Maintain a national record (spreadsheet) of Officials identifying qualifications and officiating roles completed in New Zealand and Internationally. This record can be used to aid in decisions in relation to recommending officials for both FEI and national events.
7. To organise and run National Eventing Seminars, and to assist with the running of FEI Seminars, at times and at the levels to ensure NZ officials can effectively up skill, maintain skills or upgrade.
8. To review competition schedules before they are published to ensure technical details are correct.
9. To be proactive in resolving issues within each area of influence for the welfare of the sport.
10. Provide a written report to all ESNZ Eventing Board meetings.
11. The Chair of the Technical Advisory Group will attend ESNZ Eventing Board meetings to present the TAG report and provide technical input where required. The TAG representative holds no voting rights on the Board.

### **Communication**

The expected channels of communication, which will be undertaken professionally and using appropriate mediums, are;

1. Technical Advisory Group – report in writing to each ESNZ Eventing Board meeting. The report will present activities completed and upcoming and proactively identify issues and opportunities for the achievement of the Technical Advisory Group aims and the objects of the Eventing Strategic Plan.
2. Between meetings – TAG members will provide a copy of all emails to the Sport Manager.
3. Communication to the FEI – Technical Advisory Group will direct all communications to the FEI through the ESNZ Eventing Board and ESNZ Office.
4. Communication to members – All general communications to ESNZ members will be through the ESNZ Eventing Board.