

# STRATEGIC PLAN 2019-2022



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## VISION

We want PCV to be seen as:

Pony Club is the first choice for a fun, inclusive experience for young people and families in a safe, educational environment that teaches horsemanship skills and equestrian opportunities.

## MISSION

Our mission is:

To provide education in rider safety and horse welfare while developing horsemanship skills through participation and competition.

## CORE VALUES

Our values define our culture, and our decisions and actions are based on being:

- Member focussed. Members are our first priority.
- Young People Centred. Youth are our prime objective
- Inclusive: All members feel supported respected and valued
- Safety. Rider Safety and Horse Welfare at all times.
- Fun. An enjoyable equestrian experience for all
- Learning. Progressive education through a competency based program.
- Equestrian Diversity: Everyone's journey is different

# STRATEGIC PLAN 2019 - 2022

## Overarching Principle: OUR BRAND

Pony Club is unique and is a brand that differentiates itself in a market that is saturated with equestrian offerings. Without a unique Pony Club brand, we are no different from any other equestrian organisation and it is essential our brand remains at the core of everything we do. For Pony Club to remain sustainable for the benefit of our members present and future, we need to ensure that the integrity of our brand and product is maintained, developed, promoted and protected through everything we do

## Foundation Principles

Pony Club Victoria is created on clear fundamental principles and is the foundation on which the organisation conducts its business to members, member clubs, stakeholders and the broader community. These foundations are: creating a culture of Good Governance for PCV, zones and member clubs; supporting a Pony Club that is accountable, and sustainable, through innovative and creative programs; and the reason we exist is for our clubs and our members.

## Three pillars for the plan.

### | Our Riders | **Strategic Objective**

Our Riders are supported in achieving their goals throughout Pony Club.


### | Our People | **Strategic Objective**

Our officials, staff, state councillors and committees at club and zone level receive the support they require to enable the success of Pony Club.




### | Our Business | **Strategic Objective**

Providing best practice in managing and growing the business and brand of Pony Club, and in all that we do.



# STRATEGIC PLAN 2019 - 2022




Our pillars are our over-riding strategic objectives and contain our Strategic Goals. This is the core structure on which our Brand is built and is essential in growing our business. This strategic plan identifies clearly that our Riders and our People are our key strategic focus, with our Business essential to support delivery.



Each Strategic Goal area is supported by a number of Actions designed to help achieve these goals. Each Action has required Outcomes to be achieved. In developing our Actions each outcome from an Action must align with our Brand, Our Values and Founding Principles. Action items inform our Operational plans.



This plan has been developed and adopted by State Council through consultation with our committees, input from the State Conference 2018 Strategic Planning, staff of PCV, stakeholders, SRV and from the feedback received from on-the-ground visits to clubs, zones and their events.



# STRATEGIC PLAN 2019 - 2022



## VISION

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## MISSION

To provide education in rider safety and horse welfare while developing horsemanship skills through participation and competition.

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#### **Member focused.**

Members are our first priority.

#### **Young People Centred**

Youth are our prime objective

#### **Inclusive:**

All members feel supported respected and valued

#### **Safety.**

Rider Safety and Horse Welfare at all times.

#### **Fun.**

An enjoyable equestrian experience for all

#### **Learning.**

Progressive education through a competency based program.

#### **Equestrian Diversity:**

Everyone's journey is different

## OUR BRAND – A life with horses starts here.

Enhancing, developing, promoting and protecting the brand, culture and image that is unique to Pony Club

### | Our Riders |

#### **Strategic Objective**

Our Riders are supported in achieving their goals throughout Pony Club.

### | Our People |

#### **Strategic Objective**

Our officials, staff, state councillors and committees at club and zone level receive the support they require to enable the success of Pony Club.

### | Our Business |

#### **Strategic Objective**

Providing best practice in managing and growing the business and brand of Pony Club, and in all that we do.

### Strategic Goal Areas

1.1

Accurate and accessible membership records

1.2

Event entry services to riders that are user friendly

1.3

Improve and support fun, welcoming events and activities

1.4

Improve and build on pathways for riders

1.5

Develop and support activities at Clubs to encourage participation especially of underrepresented groups

1.6

Identify potential barriers to participation for riders of all abilities or disadvantage

1.7

Listening and responding to rider feedback on rallies including Coaching

### Strategic Goal Areas

2.1

Timely and practical delivery of resources to officials, coaches, volunteers

2.2

Training and Accreditation of officials

2.3

Provide support for clubs and zones.

2.4

Facilitate skilled and knowledgeable Coaches

### Strategic Goal Areas

3.1

Demonstrate best practice governance

3.2

Improved financial processes

3.3

Risk management improved through provision of better data and information

3.4

Identify alternate funding opportunities

3.5

Investigate new membership categories

3.6

Sustainable PCV facilities

3.7

Improved communications to internal and external stakeholders

3.8

Promotion of Pony Club brand

## OUR FOUNDATIONS

- A Culture of Good Governance – Established throughout Pony Club Victoria, its members, clubs and committees
- Finance – Growing Pony Club Victoria and our member clubs with sustainable programs and initiatives in financial accountability.
- Pony Club Victoria State Council and Administration recognise that its clubs and members are the reason Pony Club Victoria exists and will provide leadership, motivation and passion in all their dealings



# OUR RIDERS

## Strategic Objective:

Our Riders are supported in achieving their goals throughout Pony Club.

## Strategic Outcome:

Participants are better educated, safer, have greater enjoyment and have clear pathways for rider development in education, competition, career.

### Strategic Goal Areas

### Actions to achieve Strategic Goal

### Outcomes from an Action

### Measures to Succeed

1.1

Accurate and accessible membership records



- Provide incentives for clubs to utilise MyPC
- Work with PCA and Omnisport to improve usefulness of MyPC
- All clubs use MyPC for memberships

- Clubs are using the most effective member management system.
- System is improved and effective for members
- Less work for clubs in maintaining records, more accurate member data,
- Finance more streamlined for member, club and PCV.

- All clubs are taking memberships online through MyPC by 1 Jan 2021
- All clubs are offering credit/debit card facilities by 1 January 2020

1.2

Event entry services to riders that are user friendly

- Work with PCA and Omnisport to improve usefulness of MyPC
- All events to be accurately updated on the PCV Calendar by clubs

- Riders have access to an up to date calendar for all PCV events.

- All events are listed on the PCV calendar by 1 Jan 2020

1.3

Improve and support fun, welcoming events and activities

- Encourage more flexibility in rally planning
- Provide guidance to officials for events and rallies

- More riders retained
- More come and try's resulting in membership
- More positive pony club experience

- Retention of members increased
- Increased rally attendances
- Increase in membership of new members

1.4

Improve and build on pathways for riders



- Promote and acknowledge all higher Rider Certificates
- Acknowledge all Clubs producing Rider Certificates
- Support opportunities for national representation by conducting training and selection trials
- Establish relationships with EV/EA to recognise PCV qualifiers for EV events
- Conduct Ride to Time qualifiers in all Pony Club Zones
- Conduct clinics for riders attending National Championships
- Investigate having our certificates recognised by industry.

- Pathways are established from early childhood through to adult to cater for participants of all levels.
- All members are given an opportunity to perform at the level they aspire to whether in competition or non-competitively,
- Training, education and support is provided at every stage.

- 10 zone qualifiers for RTT held
- Meet with EV regularly
- All higher level certificate recipients acknowledged by industry.
- Acknowledge all clubs producing higher certificate riders.
- Certificates recognised by industry



# OUR RIDERS

## Strategic Goal Areas

## Actions to achieve Strategic Goal

## Outcomes from an Action

## Measures to Succeed

1.5

Develop and support activities at Clubs to encourage participation especially of underrepresented groups



- a. Develop and promote the sport of Tetrathlon in partnership with Modern Pentathlon
- b. Mounted Games programs conducted at Clubs
- c. Promote come and try.
- d. Promote Adult Riders programs
- e. Promote Riders Without Horses.
- f. Promote Ride to Time Program
- g. Revise membership categories
- h. Promote State Champs
- i. Promote all equestrian disciplines

- An environment that is attractive to a diverse membership.
- More programs are run by clubs that encourage participation.
- More opportunities to attract new members to clubs.
- Establishment of stronger relationships to key stakeholders such as but not limited to Racing Victoria, Modern Pentathlon.

- Membership of males grows 10% each year
- Decline in membership is arrested to 0% by 2021
- Increase in state games participation by 10%
- Increase in come and try participants by 10%
- Increase in combinations qualifying for and entering state competitions by 10%

1.6

Identify potential barriers to participation for riders of all abilities or disadvantage

- a. Review modified Rules and adaptive equipment provided as required to enable riders of all abilities to participate.
- b. Create relationship with RDA

- More understanding by clubs of the help that is available for riders with special needs.
- Inclusive practices established.

- More riders of all abilities participating and are members of PCV.
- Increase in grants

1.7

Listening and responding to rider feedback on rallies including Coaching

- a. Introduce feedback mechanism for riders at club level

- Satisfied riders

- Higher satisfaction ratings from surveys



# OUR PEOPLE

## Strategic Objective:

Our people are our volunteers, coaches, officials, staff, state councilors and committees at club and zone level. They receive the support they require to enable the success of Pony Club

## Strategic Outcome:

Welcoming and supportive clubs that provide an enjoyable atmosphere through knowledgeable coaches, officials, volunteers and club personnel.

### Strategic Goal Areas

### Actions to achieve Strategic Goal

### Outcomes from an Action

### Measures to Succeed

2.1

Timely and practical delivery of resources to officials, coaches, volunteers

a. Development of online registration for officials

• PCV and clubs have access to qualified officials.

• Online registration system implemented by 2020  
• Review qualifications by 2021

2.2

Training and Accreditation of officials

a. Job descriptions developed for all officials  
b. Officials register online

• Officials know and understand their role. Risk is better addressed.  
• PCV and clubs can identify each official and their role.

• Job descriptions developed for key roles by 2021

2.3

Provide support for clubs and zones



a. Review and implement Club Mentor program to clubs to assist with event management, governance, management of their club, providing service to members.  
b. Assist clubs with review of their constitutions to align with the Incorporations Reform Act 2012.  
c. Produce a new model rules for PCV members

• Clubs provide the best possible experience to club members and are supported in an ongoing capacity  
• Clubs have the most up to date and modern rules to work with  
• Clubs are supported by PCV and zones



• Memberships stabilise by 2021  
• Increase in club membership by clubs that have shown an historical decrease by 2022.  
• Number of clubs with compliant constitutions increases by 25% by 2021 50% by 2022

2.4

Facilitate skilled and knowledgeable Coaches



a. Promote train and develop coaches through the Pony Club Australia NCAS to provide a greater number of qualified coaches in the field.  
b. Training and assessment of coaches delivered at club level across the state  
c. Recognition of prior learning  
d. All Coaches recorded on the database  
e. Review assessment materials and process

• Larger pool of trained and accredited coaches available as a resource to clubs and members  
• Up-skilling of coaches.  
• Coaches details are available for clubs to access  
• Coaches are better protected with insurance

• 10 Level 1 Coaches Accredited Annually  
• 15 Preliminary Level Coaches Accredited annually.  
• 4 State Training workshops conducted regionally/metro annually  
• 10 NCAS Assessment days conducted  
• All coaches, officials, qualifications maintained on data base



# OUR BUSINESS

## Strategic Objective:

Providing best practice in managing and growing the business and brand of Pony Club, and in all that we do.

## Strategic Outcome:

The business of Pony Club Victoria and member clubs is self-sustaining, effectively and efficiently managed.

### Strategic Goal Areas

### Actions to achieve Strategic Goal

### Outcomes from an Action

### Measures to Succeed

3.1

Demonstrate best practice governance



- a. Determine what 'Best Practice' looks like.
- b. Conduct ongoing Stakeholder consultation throughout the review to obtain feedback and educate on change through surveys, meetings, direct contact
- c. Develop clear communication strategies for stakeholders to be kept informed of the review process through websites, social media, email, mail, phone, club and zone visits and other communication channels.
- d. Incorporate changes to constitution and review for accuracy against Associations Incorporation Act, developed or reviewed by legal profession.
- e. Seminars, webinars and other training opportunities are identified and promoted to board members.
- f. Skills gaps identified through a skill gaps analysis
- g. 40% gender balance policy developed
- h. Develop a Governance Principles and Board Policies manual
- i. Develop annual board agenda

- Feedback sought and received from a variety of identified expert sources on what is 'best practice'.
- Stakeholders have been consulted, including zones and committees
- Stakeholders have been informed of progress, changes and key issues.
- Best practice governance model is in place as determined by members
- Board directors upskill knowledge in governance and board responsibilities.
- Gaps identified.
- Gender policy developed and applied.
- Governance and Policy document developed and adopted by board
- Annual agenda developed



- State Council agree on 'best practice' and formally adopt and promote
- All stakeholders have had an opportunity to input into proposed structures and governance changes.
- Stakeholders have been informed of the detail of changes.
- Constitution is developed and adopted at SGM by member clubs
- 1 training opportunity attended per board member annually
- Gaps filled
- 40% minimum of any gender maintained on board
- Board and management operate within confines of policy.
- Annual agenda in place



# OUR BUSINESS

## Strategic Goal Areas

## Actions to achieve Strategic Goal

## Outcomes from an Action

## Measures to Succeed

3.2

Improved financial processes



- Chart of accounts is brought into line with best practice.
- PCV component of membership is optimised to meet members expectations.
- Encourage all transactions online preferably by credit/debit card with alternatives for those that cannot access credit/debit cards.

- More transparent reporting of PCV finances
- Membership is seen as 'value for money' by members.



- New chart of accounts produced
- Membership fees reviewed annually
- All clubs are using credit/debit only for MyPC transactions by 1 Jan 2021



3.3

Risk management improved through provision of better data and information

- Injury data sourced through reporting via website, sms and paper forms.
- Participation data sourced through MyPC and paper forms
- Compilation of data analysed to identify and respond to trends in risk,

- Board has better data to make informed decisions.
- Insurance remains available and affordable
- Safer participation experience provided for members.

- Timely provision of data
- Decrease in risk profile.
- Reduction in severity of reportable incidents

3.4

Identify alternate funding opportunities



- Identify grants at all levels Federal, State and Local Government, Corporate, philanthropic
- Sponsorship strategy developed and implemented
- Shop Income increased by introduction of new products
- Hire of Pony Club Victoria facilities
- Commercialisation of PCV IP including apps

- Increase of non-member funds.
- Increase in sales to decrease reliance on membership income.



- All possible opportunities for grant funding identified and responded to.
- Increase in sponsorship/grants income.
- Sponsorship strategy developed and communicated.



# OUR BUSINESS

## Strategic Goal Areas

## Actions to achieve Strategic Goal

## Outcomes from an Action

## Measures to Succeed

3.5

Investigate new membership categories



- Riding centre membership
- Competition membership
- Day membership



- More members bringing in new revenue sources for clubs and PCV.
- More members for clubs.
- New membership categories stimulates growth of core youth and children memberships overall.
- Participants at PC activities are members of Pony Club.

- Membership categories created by 2021.
- Membership numbers increase by 10% in new categories each year.
- Core child and youth memberships decline halted to 0% by 2021 or two years following implementation.
- More participants in PC activities are covered by a membership category.

3.6

Sustainable PCV facilities.

- Develop a strategic development and concept plan for facilities.
- Evaluate viability of facilities

- Sustainable facilities that provides value to members state wide.
- Future decision made based on members needs and financial viability

- Strategic development and concept plan by 2019 AGM
- Decision made in 2020 implement by 2022

3.7

Improved communications to internal and external stakeholders



- Update of PCV website
- Provide clubs with quality websites through MyPC
- Develop a communication strategy.
- Support PCA for delivery of certificate coursework online
- All resources online
- Development of YouTube content
- Communication policy in place to enable clear access by zones, members and clubs to provide their feedback and views to PCV State Council, and for State Council to collaborate better with zones, clubs and members

- Website meets best practice and is easy to navigate
- Clubs have access to a quality web presence
- More efficient completion of certificates by members, more effective assessments by coaches. Value added to PC brand
- Members and clubs have access to all resources
- More effective learning content through media consistent to the way members now access ie through devices, visual content.
- Members consulted in a timely manner, State Council is aware of members views.

- PCV website update completed June 30 2019.
- Clubs migrate to PCV websites Jan 2020.
- Coursework developed and implemented in an effective online form. 10% increase in access to online certificates p/a.
- Communication strategies developed by end 2019 and reviewed annually



# OUR BUSINESS

## Strategic Goal Areas

## Actions to achieve Strategic Goal

## Outcomes from an Action

## Measures to Succeed

3.8

Promotion of Pony Club brand



- Develop PCV marketing strategy including a style guide.
- Produce branding strategy
- PCV branding consistent across all media
- PCV communicates with PCA regards the importance of consistency of branding

- Pony club brand is recognisable and consistent with our values



- Suite of branded visuals such as banners, teardrop banners, flags etc.
- All PCV branding is current across organisation by 2025
- Increase in social media engagement by 10%
- Increase in website visits by 10%
- Increase in members reading email by 10%

### • REVISION HISTORY

#### Version Number

- 01
- 02
- 03
- 04

#### Date

- 17 January 2019
- 11 March 2019
- 02 April 2019
- 07 May 2019

#### Details

- Initial draft released for review
- Draft reviewed
- Draft 2 review continued
- Strategic plan adopted by State Council

