



# Pony Club Victoria Equestrian Centre

## Strategic Plan 2015-2017

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## **OVERVIEW**

### **What is a Strategic Plan?**

A strategic plan is a document used to communicate with the organization the organization's goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.

### **How to**

How to develop a strategic plan in five steps:

- Determine where you are.
- Identify what's important.
- Define what you must achieve.
- Determine who is accountable.
- Review. Review. Review.

### **Monitoring the Plan**

For a Strategic Plan to function the outcomes must be specific, measurable, actionable and have a "Completion Date."

Only once the planned steps or tasks have these can track ability be achieved.

### **General**

This Strategic Plan must be read in conjunction with PCAV's 2015-2017 Strategic Plan.

## WHERE ARE WE?

### History

PCAV have long held a view that security of tenure for Club is becoming an issue, particularly with in outer Metropolitan Melbourne. Urban sprawl has encroached on club facilities and land to hold events, especially horse trials has diminished. Clubs no longer have the luxury of their own land – equestrian hubs, user groups and shared facilities are becoming the norm.

To meet the PCAV Mission of (in part) providing “the highest standards of horsemanship, riding skills and personal development”. PCAV through its strong financial position and improved business principals purchased an Equestrian Complex when the opportunity arose.

The aim of PCVEC is to provide:

- To provide a safe and secure location for rider and instructor development
- To provide a venue that has the facilities to hold State and National level events
- Achieve these aims in a cost neutral manner to the day to day operations of PCAV.
- The assist with Land Tenure for Clubs, particularly in outer Metropolitan Melbourne.

The Equestrian Centre at Gladysdale provided a unique opportunity to purchase an established Equestrian Centre with infrastructure, such as an Indoor school, that had not been available on other properties that were considered. The size of the land – 157 acres – lent itself perfectly to equestrian activities of all types especially a Cross country course. Water would not be a problem with spring fed dams, a bore and pumping rights from the river. There were also two long term tenants in the form of Timber Mills providing an immediate income.

Access is by sealed road off the Warburton Highway 25 minutes from Lilydale

### Competitors

PCAV whilst conducting due diligence on the purchase of Equestrian Centre took into account the likely competitors, these are broken down into two main types:

- Local (usually private) facilities
- Major State/National Level

#### Local facilities

There are a number of Equestrian style centres within a short radius of PCVEC. Most of these are based around small level instructional facilities and may include an indoor arena, outdoor arenas and limited yards or parking.

While these facilities could cope with a limited Pony Club Rally they are not generally suitable for larger clubs or events.

#### Major Facilities

The major facility that PCAV would need to compete with is the Werribee Park National Equestrian Centre (WPNEC), located in Werribee.

This facility holds Club, State, National and International level events and is capable of (and does) host events of the level and participation levels of those planned for PCVEC.

The WPNEC facility is on land owned by the State Government and is under a lease to Equestrian Victoria and Polo Victoria.

The facility is at or close to 100% utilisation and gaining access to it for the number of rally and events PCAV requires is not possible and is cost prohibitive.

Glenbrae Equestrian Centre at Wandin, 25 minutes away, is the closest Indoor Arena but it has limited parking and access and does not offer the same facilities as PCVEC, such as horse yards, cross country course, and camping.

## WHAT'S IMPORTANT

### Strategic Vision

PCAV Strategic Vision for PCVEC, is to become a world class, safe venue for the encouragement of young people to ride, and learn to enjoy, all approved types of sport connected with horse riding.

Based on the vision and aims for PCVEC the following are the Strategic Plan for PCVEC for the period 2015-2017:

1. To provide a safe and secure location for rider and instructor development
2. To provide a venue that has the facilities to hold State and National level events
3. Achieve these aims in a cost neutral manner with no impact on the day to day operations of PCAV
4. To assist with land tenure for clubs, particularly in outer Metropolitan Melbourne.

## **MUST ACHIEVE**

A number of tasks are required to bring the centre as purchased up to full operational status. They are broken down into Safety and Security and Facilities for events.

### **Safe and Secure location for Riders and Instructors**

To ensure as quick a possible upgrade to operational status this section is broken down to stages.

#### **Stage 1**

Immediate improvements identified to ensure the centre is operational and safe

- Update indoor surface
- Skylights replaced by laser light to allow more light into the facility.
- Coin operated lights to allow evening use.
- Upgrade of lighting facilities
- Upgrade of arena watering system to allow full coverage to maintain surface.
- Upgrade of toilet facilities for immediate use
- Kiosk Area refurbished for safety and immediate use
- Electronic Gates installed for security and safety.
- Increase size and surface parking area
- Dressage arena drainage and re surfaced with equestrian sand
- Showjumping arena drainage and equestrian sand surfaced
- Tractor purchase to maintain facilities

#### **Stage 2**

Improvements identified to host Pony Club activities and run competitions

- 104 12'x12' timber yards with metal gates
- Cross Country Course design and build to required Grades
- 14 x 10' gates to aid access to Cross Country Course.
- Purchase of 6 portable Dressage Arenas
- Purchase of Dressage arena trailer
- Refurbishment of Office and provision of Computer and phone connections/equipment
- Refurbishment of Machinery shed to secure all equipment /mowers/tools
- Provide Electricity to "yard/camping" paddock for safety lighting.
- Install Public Address system
- Install horse wash to "yard" area and consolidate ground area for toilet and shower hire at major events.
- PCVEC sign for front gate
- Internal signage for events and general directions.
- Advertise for and employ Centre Manager

#### **Outcome**

The target for this plan period is that by June 2016 Stage 1 and 2 will be completed.

### **Venue to hold State and National Level events**

- Day Yards
- Cross Country Course – cross country course development and jump construction will be an ongoing initiative.
- Show Jumping Arenas
- Portable Dressage Arenas

## **Outcome**

The target for this plan period is that by June 2016:

- 104 day yards will be operational, with suitable water and manure points
- Up to and inclusive of Grade 1 Cross Country Course will be built to support State Level Events.

## **Financial Viability of PCVEC**

The PCVEC will stand alone and will not impact financially on the day to day operations of PCAV as a State Sporting Organisation servicing its members.

## **Outcome**

The target for this plan period is:

- Stage 1 and 2, planned major capital expenses to be completed by June 2016.
- Initiate a program for loan reduction for PCVEC in 2016/17.
- Further stages, outside of the plan period, will include:
  - Installation of water tanks to collect water from indoor arena roof
  - Improve and re-surface driveway
  - Build amenities block with full kitchen facilities, meeting rooms, showers and toilets

## **ACCOUNTABILITY**

Ultimate accountability for delivering against this strategic plan rests with the members of PCAV.

To enable track ability of the outcomes identified in this plan a person/position or committee has been made responsible for tracking each outcome against its specific, measureable, and actionable goals. They are to report periodically to the members via the Council on the performance against the outcomes.

### **Safe and Secure location for Riders and Instructors**

PCVEC Committee of Management is held accountable

### **Venue to hold State and National Level events**

PCVEC Committee of Management is held accountable

### **Financial Viability of PCVEC**

The PCAV Treasurer, State Council and the PCAV Office for implementation are held accountable

## REVIEW

The Plan will be continually monitored. Every plan needs to be monitored against the specific, measurable, and actionable outcomes it contains.

Each task in this plan has a measurable outcome set, an owner and expected completion date and who is to monitor it.

It is incumbent on the Members of PCAV to hold accountable the State Council and the Executive Sub Committee for delivering this plan, just as it is incumbent on the task monitors to review and report on the outcomes.

PCAV Council will publish a 6 monthly report on the progress towards the stated outcomes contained in this plan. Preparation of these reports falls to the appointed monitor (or committee), they are to contain milestone progress towards the outcomes, issues and opportunities and detail changes to the original plans.

## DOCUMENT DETAILS

The PCVEC Strategic Plan for 2015 -2017 was adopted by the PCAV State Council on the *September 1<sup>st</sup> 2015*.

The following is the reversion history of this document.

Version No	Date	Details
0.1	7 Aug 2015	Initial Draft release for review
0.2	1 <sup>st</sup> Sept 2015	Initial Draft reviewed

## References:

### Websites

<http://www.ponyclubvic.org.au>  
<http://www.ponyclubaustralia.com.au/>  
<http://www.vic.equestrian.org.au/>  
<http://www.hrcav.com.au/>  
<http://www.shcv.com.au/>  
<http://www.sport.vic.gov.au/>

### Documents

PCAV Strategic Plan 2015-2017  
PCA Strategic Plan 2012-2015  
PCAV Strategic Plan 2012-2014  
CIP Strategic Plan 2015 – Draft  
Minutes and Notes of State Council Meetings