



PONY CLUB

VICTORIA

A life with horses starts here

Strategic Plan

2016-2019



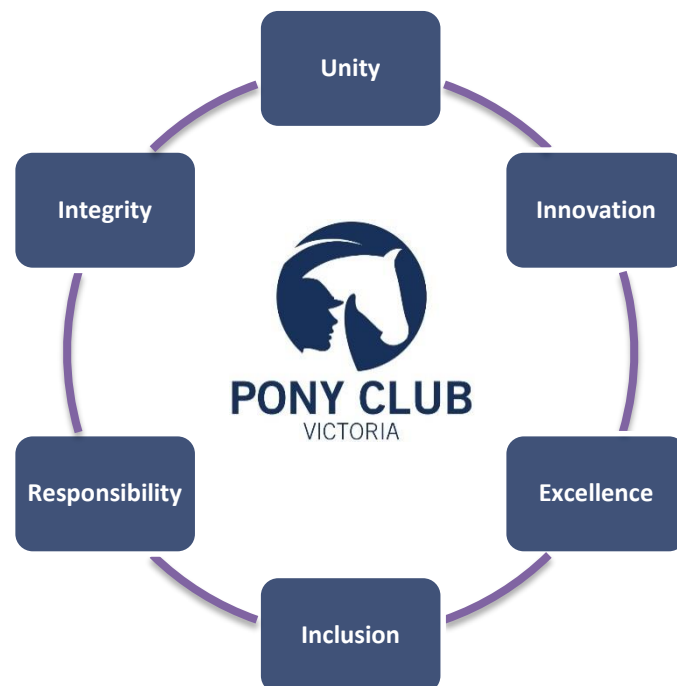
VISION

A life with horses starts here

MISSION

Educate and promote the enjoyment of horses by young people in a safe, friendly environment.

VALUES



- Unity –** develop leadership and effective management to ensure the growth and development of pony club in Victoria
- Innovation** ensure proactivity through encouragement of lateral and creative thinking to generate new ideas and opportunities for improvement
- Excellence** strive to be the best we can be through innovation, flexibility and continuous improvement
- Inclusion** Equity, Equality, Diversity. All people, irrespective of race, gender, ability, ethnicity, social status or sexual orientation, have equal opportunities to take part at all levels and in all roles.
- Responsibility** be accountable for the decisions made under the rules of the organisation and have the capacity to honour the commitments made.
- Integrity** maintain high standards of ethical and fair behaviour by putting Pony Club before personal agendas, working with facts and listening to ideas

INTRODUCTION

Pony Club is an International voluntary youth organisation, represented in more than 20 countries, with an overall membership exceeding 100,000. Originating in Britain in 1929 as a scheme to encourage young people to learn to ride, it focussed on riding instruction and fun and is now the largest association of riders in the world.

Pony Club came to Australia in 1938 when the first club was formed at Ingleburn, NSW. Other states followed and there are now clubs in all states and the Northern Territory with over 55,000 members and over 900 clubs - making Pony Club the largest equestrian organisation in Australia.

Pony Club Victoria is a State Sporting Association with membership to Pony Club Australia which is recognised by the Australian Sports Commission as a National Sporting Organisation. Pony Club Australia is affiliated with The Pony Club in the UK, and collaborates with Pony Club organisations in Canada, the USA, New Zealand and China.

Pony Club is a youth organisation whose aims and objectives include:

- Encouraging young people to enjoy all kinds of sport and pleasure connected with horses and riding.
- Providing instruction in riding and horsemanship and instilling in young people a love of their horses, a sense of responsibility and acceptance of the responsibility for the proper care of their animals.
- Promoting the highest ideals of sportsmanship, citizenship and loyalty, thereby cultivating strength of character and self-discipline.

Pony Clubs are the foundation of the association, where riders are encouraged to participate in, and enjoy, a variety of activities connected with horses and riding within a social club environment. There activities include the conventional competition disciplines as well as recreational riding activities.

This Pony Club Victoria Strategic Plan aligns with the Pony Club Australia Strategic Plan 2016-2019

The National Strategic Plan of Pony Club Australia prioritises activities in the following categories:

- enhance the visibility of the Pony Club brand and improve communication and information to internal and external stakeholders
- increase participation by existing and new members in horse riding activities conducted by the organisation at all levels
- improve the quality and accessibility of the programs conducted by Pony Club
- grow external revenue from a range of sources
- develop and apply best practice governance throughout the organisation

Strategic Plan Map 2016-2019

Vision	To be the organisation that enables all young people the opportunity to participate in equestrian activities			
Purpose	Educate and promote to young people enjoyment of horse activities in a safe environment			
Partnerships	<ul style="list-style-type: none"> • Equestrian Victoria – Ready Set Trot program, pathways to elite competition, paraequestrian, coaching and officiating careers • Rideability Victoria – Inclusive coaching of riders with a disability and use of adaptive equipment • Vicsport – education and resources for continued workforce development at all levels in the organisation • Racing Victoria Ltd – pathways and opportunities for riders towards a career in the racing industry • Modern Pentathlon Victoria – new participation opportunities at all levels with pathways to national and international representation 			
Objectives	Organisational Excellence <ul style="list-style-type: none"> • Review the current structure of governance to promote and comply to best practice governance • Define Roles, Accountability and lines of authority within the Pony Club • Promotion and Awareness through improved Information Technology and Branding • Financial Stability and Growth 	Membership and Participation <ul style="list-style-type: none"> • Promotion and engagement through improved IT • Provide access to diverse and engaging programs to ensure participation and community engagement • Review and develop participation opportunities through competition and events. 	Build Capacity <ul style="list-style-type: none"> • Promotion and engagement through improved IT • Create welcoming and inclusive clubs through education and leadership to attract and maintain members of all backgrounds and abilities 	Workforce Development <ul style="list-style-type: none"> • Create skilled and knowledgeable Coaches. • Create skilled and knowledgeable Officials at Clubs and Events • Create pathways for riders to develop great riding skill and horsemastership
Strategic Enablers	Best practice governance, improved IT, building capacity through education and training			
Values	Accessibility, Integrity, Responsibility, Unity, Innovation, Excellence			

Organisational Excellence		
Priorities	Strategies	Measures
Review the current structure of governance to promote and comply to best practice governance	Create a skills based Governance Sub Committee and engage an external consultant to drive review	<ul style="list-style-type: none"> Consultant engaged, Governance Sub Committee created and review process undertaken.
	Conduct ongoing Stakeholder consultation throughout the review to obtain feedback and educate on change	<ul style="list-style-type: none"> Regional Forums held and/or feedback obtained via other means such as surveys
	Develop clear communication strategies for stakeholders to be kept informed of the review process	<ul style="list-style-type: none"> Communication strategy developed and implemented via website, social media, forums, enews and Magazine
	Incorporate changes to constitution and review for accuracy against Associations Incorporation Act, developed or reviewed by legal profession.	<ul style="list-style-type: none"> Updated Constitution created and transition to new structure commenced
	Conduct regional forums during review and final findings	<ul style="list-style-type: none"> Regional forums held
Define Roles, Accountability and lines of authority within the Pony Club Structure	Create and/or review Position Descriptions for all paid and volunteer roles in Pony Club.	<ul style="list-style-type: none"> Position Descriptions created and reviewed annually
	Create and/or review Induction Kits for State Council, Sub Committees, Zone and Club personnel.	<ul style="list-style-type: none"> Induction Kits created and reviewed annually Include Play by the Rules training modules as an induction requirement for State personnel and promote the Resources available at Club and Zone Level
Promotion and Awareness through improved Information Technology and Branding	<p>Participate and contribute financially to the development and running costs of the Pony Club Australia National Data Base to improve communication and engagement.</p> <p>Including development of competition management system, branding, on line store, point of entry membership and competition management systems designed to assist officials and volunteers</p>	<ul style="list-style-type: none"> Financial contribution of \$5,000 made and a further \$5000 pledged for 2016 New Logo branding and style guide created by PCA Logo launched to PCAV February 2015 with new Rule Books Logo to appear on all documents and uniform items Membership and payments taken on line Competition management systems used by PCAV and clubs for events and activities. Online tools for education developed

Organisational Excellence		
Priorities	Strategies	Measures
		<ul style="list-style-type: none"> Engagement of members via website, facebook, twitter and online surveys
Financial Stability and Growth	Maintain and grow the non-membership income stream	<ul style="list-style-type: none"> Grants at all levels Federal, State and Local Government Sponsorship to be approached as a total sport package across all PCAV activities using new IT as a mechanism to attract sponsors Shop Income increased by improved branding and introduction of new products Hire of facilities at Pony Club Victoria Equestrian Centre (Refer to separate PCVEC Strategic and Business Plans for detail)
	Ensure the membership of the organisation is correctly represented	<ul style="list-style-type: none"> Flexible membership categories and participation opportunities created to increase revenue

Membership and Participation		
Priorities	Strategies	Measures
Promotion & awareness through improved Information Technology (IT)	Utilise the new national IT to engage more directly with members, officials and volunteers. Website to comply with principles of Universal Design for easier access	<ul style="list-style-type: none"> • Current Resources available on line • Development of new resources such as You Tube for coaching and education of riders, officials and volunteers • Greater use of facebook and Twitter as tools of engagement by measuring open/read ratio • Create a method to track the engagement
Provide access to diverse and engaging programs to ensure participation and community engagement	Promote rider development through progressive training levels as contained in the PCA National Syllabus of Instruction via Efficiency Certificate Levels.	<ul style="list-style-type: none"> • Training for riders delivered at club and regional level measured by an increase in certificates gained especially at the higher levels • Membership categories and structure reviewed to ensure relevance to demand.
	Support opportunities for international representation by conducting training and selection trials	<ul style="list-style-type: none"> • Conduct the International Mounted Games Exchange in 2016. • Selection of representative riders undertaken as required.
	Promote Pathways, partnerships and opportunities to other equestrian sports	<ul style="list-style-type: none"> • Pathways promoted and partnerships made or maintained • Seek other opportunities to cross promote rider, coach and Official development and pathways
	Develop and support activities to encourage participation especially of boys	<ul style="list-style-type: none"> • Develop and promote the sport of Tetrathlon in partnership with Modern Pentathlon to field teams at the 2017 PCA National Championships • National Mounted Games programs conducted at Clubs and participation numbers increased at State competition
	Deliver participation opportunities with no barrier to ability or advantage	<ul style="list-style-type: none"> • Modification to Rules and adaptive equipment provided as required to enable riders with disability. • Increase in Clubs offering a Riders without Horses or Ready Set Trot Programs • Increase in Commercial Riding Centre membership • Promote Come & Try to Clubs and investigate a State-wide approach.

Membership and Participation		
Priorities	Strategies	Measures
Review and develop participation opportunities through competition and events.	Deliver State Championship competitions to provide a pathways for rider development	<ul style="list-style-type: none"> State Championships held for Dressage, Showjumping, Eventing, Games and Flat Teams Surveys created to collect feedback from events and activities to improve quality of State Events.
	Create State Championship competitions in response to new sports	<ul style="list-style-type: none"> State Championship held for new sport Tetrathlon

Build Capacity		
Priorities	Strategies	Measures
Create welcoming and inclusive Clubs through education and leadership to attract and maintain members of all backgrounds and abilities	Promote and implement a Club Mentor program to assist Clubs to provide a social, welcoming and supportive environment	<ul style="list-style-type: none"> • 20 Club Mentors recruited and trained using Play by The Rules and Grow Your Sport resources • 50 Club visits conducted annually • Increase in the number of ASC Club Health checks completed • Grow Your Club Training delivered at regional training clinics.- 4 annually
	Assist Clubs with tenure and sustainability to enhance health wellbeing and social connectedness	<ul style="list-style-type: none"> • Seek opportunities to advocate for Pony Club with government bodies

Workforce Development		
Priorities	Strategies	Measures
Create skilled and knowledgeable Coaches	Promote train and develop coaches through the Pony Club Australia NCAS to provide a greater number of qualified coaches in the field.	<ul style="list-style-type: none"> • 20 Level 1 Coaches Accredited Annually• • 50 Preliminary Level Coaches Accredited annually
	NCAS Coach training delivered at State Training workshops	<ul style="list-style-type: none"> • 4 State Training workshops conducted
	Training and assessment of coaches delivered at club level across the state	<ul style="list-style-type: none"> • 10 NCAS Assessment days conducted
	All Coaches recorded on the database	<ul style="list-style-type: none"> • List of coaches, officials and qualifications maintained on new data base.
Create skilled and knowledgeable Officials at Clubs and Events	Train officials and volunteers for Clubs and competition to ensure a welcoming and supportive environment thereby improving Club Capacity and participation	<ul style="list-style-type: none"> • Training for officials and volunteers delivered at state training workshops • Develop/update Position Descriptions for all Official Pony Club positions • List of Officials with qualifications maintained and accessible by Club and Event Officials
Create pathways for riders to develop great riding skill and horsemastership	Promote Pathways to further education and development	<ul style="list-style-type: none"> • Conduct Speed to Safety qualifiers in all Pony Club Zones. • Promote and acknowledge all higher Rider Certificates • Acknowledge all Clubs producing Rider Certificates • Conduct 4 State Rider Development Clinics

DOCUMENT DETAILS

The Strategic Plan 2015-2017 was adopted by the PCAV State Council on September 1st 2015

The reversion history of the 2015-2017 Plan is

Version No	Date	Details
0.1	8 Aug 2015	Initial Draft released for review
0.2	1 Sept 2015	Initial Draft reviewed

The Strategic Plan 2015 - 2017 was reviewed to bring it in to line with the Supporting Victorian Sport and Recreation funding period of 2016-2019

The Strategic Plan 2016 -2019 will be reviewed by PCAV State Council at their next meeting on February 2nd 2016

The reversion history of the 2016-2019 Plan is

Version No	Date	Details
0.1	14 Dec 2015	Initial Draft released for review
0.2	02 Feb 2016	Initial Draft reviewed

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