



EQUESTRIAN
VICTORIA

2018-2022 STRATEGIC PLAN



FOREWORD

Equestrian Sport in Victoria is approaching a new era of engagement. We have a strong community of like-minded people, a significant volunteer network, and a reputation for running great events.

In the external environment, we are cognisant of rapid advances in technologies and new ways to communicate, connect and engage.

For Equestrian Victoria to elevate its performance and contribution to the sport's growth, the administration is undertaking a strategic re-set of the way it does business. The core of this re-set will be redefining the purpose and strategic focus of the organisation.

This will be achieved through greater engagement and consultation with our most important stakeholders, our members, to identify ways to create more value for the sport and the broader industry.

This plan sets out four strategic pillars: **Industry Leadership, Sport Development, Facility Oversight and Organisational Excellence**. These pillars will enable our team to leverage the sport's strengths while taking advantage of partnerships and new opportunities.

The following values will become a cultural compass for the way we operate and the standards of behaviour we expect of our Board, staff, volunteers and representatives.

EQUESTRIAN VICTORIA VALUES

Professionalism – consistently high standards

Integrity – ethical, responsible and accountable

Transparency – open and honest communication

Collaboration – partnerships and common goals



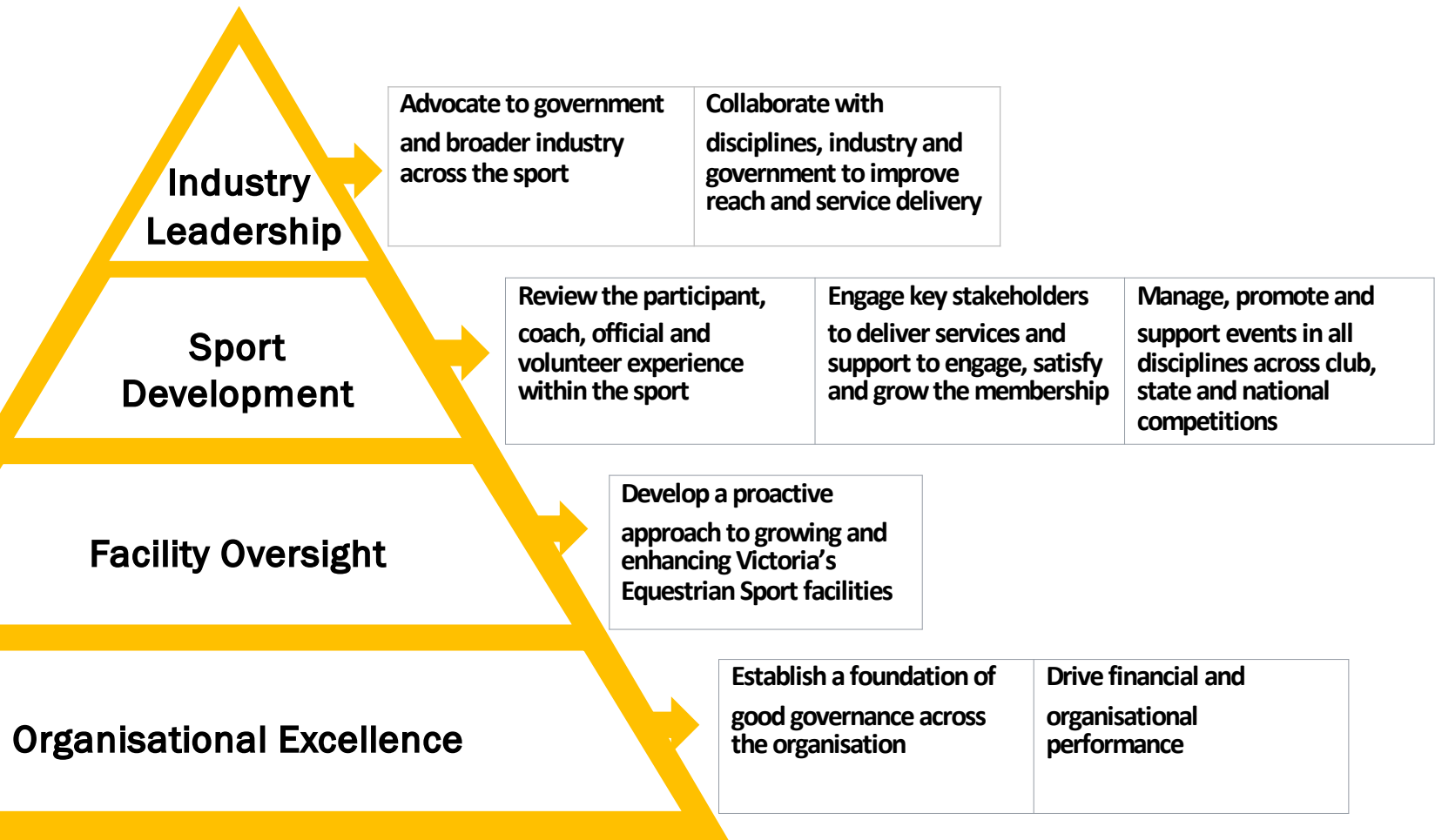
VISION



Provide leadership and support to create a thriving state-wide equestrian community and enable all participants to live their equestrian dream ”



STRATEGIC OVERVIEW



1. Industry Leadership

2022 Over-arching Objective

Lead Victoria's equestrian industry through advocacy, collaboration and service delivery

STRATEGIC INITIATIVES	ACTIONS
<p>Advocate to government and broader industry across the sport</p>	<ul style="list-style-type: none"> • Advocate on behalf of equestrian community for industry and government support and funding of the sport • Advocate to governments and councils on the need for provision and improvement of facilities • Advocate on industry issues such as animal welfare, industry integrity, veterinary care, biosecurity, identification and occupational health and safety
<p>Collaborate with disciplines, industry and government to improve reach and service delivery</p>	<ul style="list-style-type: none"> • Conduct a stakeholder engagement review across all disciplines, HRCav, Pony Club, schools, breed societies and other aligned industry providers • Develop and implement a stakeholder engagement plan which identifies key stakeholders, their perceptions and expectations, and how EV will engage with them • Partner with EA and the State Bodies to develop the sport at a national level

2. Sport Development

2022 Over-arching Objective

Grow participation and engagement across all disciplines from grass roots to elite athletes

STRATEGIC INITIATIVES	ACTIONS
<p>Review the participant, coach, official and volunteer experience within the sport</p>	<ul style="list-style-type: none"> • Review the participation, competition and elite development pathways within Victoria for riders across all ages and disciplines • Continue to develop and promote a range of value-adding initiatives including: <ul style="list-style-type: none"> • Education and training opportunities • Squads and clinics • Regional training days • Develop and promote a calendar of training and accreditation opportunities for volunteers, coaches and officials • Ongoing development of partnership with Racing Victoria to advance the welfare, re-training and future careers of "off the track" thoroughbreds
<p>Engage key stakeholders to deliver services and support to engage, satisfy and grow the membership</p>	<ul style="list-style-type: none"> • Research ways to increase the value of EV membership for all stakeholder groups, including clubs, schools and other organisations • Identify ways to develop, recognise and reward the contribution of volunteers • Review annual EV awards system, criteria and presentation format
<p>Manage, promote and support events in all disciplines across club, state and national competitions</p>	<ul style="list-style-type: none"> • Co-ordinate and manage a state-wide equestrian events calendar, to promote events and minimise scheduling clashes • Establish a marketing strategy to showcase the sport • Increase member engagement across all communications channels i.e. website, email, social and print media • Develop Marketing and Communications Policy • Promote and support interschool and other youth events and activities to encourage participation by young people • Create commercial opportunities through our role in supporting Victoria's hosting of state and national events

3. Facility Oversight

2022 Over-arching Objective

Support the provision and improvement of Victoria's equestrian facilities

STRATEGIC INITIATIVES

Develop a proactive approach to growing and enhancing Victoria's Equestrian Sport facilities

ACTIONS

- Develop a state-wide hierarchy of major and regional equestrian facilities meeting the needs across all equestrian disciplines and groups across Victoria
- Continue to work with industry stakeholders to understand facility requirements
- Support community needs and access to equestrian facilities by advocating and supporting their development and maintenance of key facilities, particularly in growth areas
- Work with the WPNEC Committee establish an appropriate governance framework to ensure effective management and development of WPNEC

4. Organisational Excellence

2022 Over-arching Objective

Support the provision and improvement of Equestrian Victoria's governance and financial performance.

STRATEGIC INITIATIVES	ACTIONS
<p>Establish a foundation of good governance across the organisation</p>	<ul style="list-style-type: none"> • Develop and publish Equestrian Victoria's Strategic Plan 2018 - 2020 • Drive continuous improvement of governance at Board and operational levels • Develop and implement a risk management policy and framework for addressing strategic, operational and financial risks • Review insurances to ensure adequacy of coverage across all categories • Review, update and publish our code of conduct for all participants and stakeholders within the sport
<p>Drive financial and organisational performance</p>	<ul style="list-style-type: none"> • Drive continuous financial improvement through: <ul style="list-style-type: none"> • a focus on revenue generating activities, and; • diversification of income through commercial and other opportunities • Staff engagement: <ul style="list-style-type: none"> • foster a stimulating and supportive environment for all employees; • provide opportunities for personal and career development, and; • recognise and reward valuable contributions



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