



2018-2023 STRATEGIC PLAN

Updated October 2020

In 2018 Equestrian Victoria (EV) established a new strategic plan for the sport. We recognised that increased engagement with our members and stakeholders was critical to our success and over the last two year we have been working to provide a solid organisational foundation to build success in Victorian equestrian sport.

We are privileged to have a strong community of like-minded people, a significant volunteer network, and a reputation for running great events. At the same time we are cognisant of rapid advances in technologies and new ways to communicate, connect and engage with you, and of the memberships' expectations.

For Equestrian Victoria to elevate its performance and contribution to the sport's growth, the EV Board has recently undertaken mid-plan review of our strategy. Central to this has been understanding the services our members expect and need and ensuring our strategic focus of the organisation and its resources are aligned.

A focus for the organisation moving forward will be greater engagement and consultation with our most important stakeholders, our members, so that we can create more value for the sport and the broader industry.

The updated Equestrian Victoria Strategic Plan (2018 – 2023) continues to be based on the four strategic pillars of: Industry Leadership, Sport Development, Facility Oversight and Organisational Excellence, but with refined strategies and actions informed by organisational review, including member feedback.

It is our expectation that the refined plan will enable EV to position the organisation well into the future using the following values as our 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 – Striving for excellence.

Integrity – Ethical, responsible and accountable.

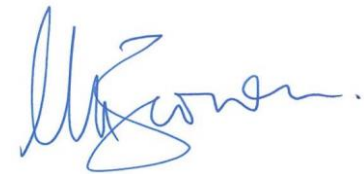
Transparency – Open and honest communication.

Respect – Partnerships, collaboration and inclusive engagement.

Yours in Equestrian Sport



Carl Parkin
Chair



Matthew Brown
CEO



Provide leadership and pathways to enable all participants to live their equestrian dream



1

Industry Leadership

- 1.1** Advocate to government and broader industry across the sport.
- 1.2** Collaborate with disciplines, industry and government to improve reach and service delivery.

2

Sport Development

- 2.1** Review the participant, coach, official and volunteer experience within the sport.
- 2.2** Engage key stakeholders to deliver services and support to engage, satisfy and grow the membership.
- 2.3** Manage, promote and support events in all disciplines across club, state and national competitions.

3

Facility Oversight

- 3.1** Develop a proactive approach to growing and enhancing Victoria's Equestrian Sport facilities.

4

Organisational Excellence

- 4.1** Establish a foundation of good governance across the organisation.
- 4.2** Drive financial and organisational performance.

1. Industry Leadership



2020 OVER-ARCHING OBJECTIVE

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

STRATEGIC INITIATIVES	ACTIONS	STATUS SEP 2020
1.1 Advocate to government and broader industry across the sport.	<ul style="list-style-type: none"> Advocate on behalf of the 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. 	<ul style="list-style-type: none"> On track. On track. On track.
1.2 Collaborate with disciplines, industry and government to improve reach and service delivery.	<ul style="list-style-type: none"> Partner with EA and the State Bodies to develop the sport at a national level. Establish a structured and ongoing engagement program between the EV Board and each of the Sport Discipline Committees, and the SDCs and each of the National Discipline Committees. Lead a national approach to regular engagement between each State Board Chair and the EA Board Chair, and each of the CEOs. Implement one to two SDC Forums and an annual SDC survey with specific agenda topics set to engage SDCs with EV Board decision-making. Clarify the purpose, roles and responsibilities of SDCs. 	<ul style="list-style-type: none"> Major disruption. New. New. New. New.

2. Sport Development (1/2)



2020 OVER-ARCHING OBJECTIVE

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

STRATEGIC INITIATIVES	ACTIONS	STATUS SEP 2020
<p>2.1 Review the participant, coach, official and volunteer experience within the sport.</p>	<ul style="list-style-type: none"> Review and reframe the participation, competition and elite development pathway within Victoria for riders across all ages and disciplines. Continue to develop and promote a range of value-adding initiatives including education and training opportunities, squads and clinics, regional training days, club development forums. Develop and promote a calendar of training and accreditation opportunities for volunteers, coaches and officials. Implement the independent recommendations from the 2020 Member Research and Strategic Advisory report to transform EV and its member value proposition. 	<ul style="list-style-type: none"> Major disruption. 50% progress. 35% progress. New.
<p>2.2 Engage key stakeholders to deliver services and support to engage, satisfy and grow the membership.</p>	<ul style="list-style-type: none"> Identify ways to develop, recognise and reward the contribution of volunteers. Review annual EV awards system, criteria and presentation format. Establish a volunteer development program and pathway across all disciplines – with a specific focus on officials and judges. 	<ul style="list-style-type: none"> 15% progress. 75% progress. New.

2. Sport Development (2/2)



2020 OVER-ARCHING OBJECTIVE

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

STRATEGIC INITIATIVES	ACTIONS	STATUS SEP 2020
2.3 Manage, promote and support events in all disciplines across club, state and national competitions.	<ul style="list-style-type: none">• Co-ordinate and manage a state-wide equestrian events calendar, to promote events and minimise scheduling clashes.• Increase member engagement across all communications channels i.e. website, email, social and print media.• 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.	<ul style="list-style-type: none">• 50% progress.• On track.• On track.• Some disruption.

3. Facility Oversight



2020 OVER-ARCHING OBJECTIVE

Support the provision and improvement of Victoria’s equestrian facilities

STRATEGIC INITIATIVES	ACTIONS	STATUS SEP 2020
3.1 Develop a proactive approach to growing and enhancing Victoria’s Equestrian Sport facilities.	<ul style="list-style-type: none"> • 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 • Implement a new approach to improve the commerciality of WPNEC through the governance/corporate structure and management model, ensuring a reformed constitution, including representative and skilled Directors and succession planning, and clear roles and responsibilities. • Incorporate adequate storage facilities for event organisers and ensure full fee transparency are included in the new master plan for WPNEC. 	<ul style="list-style-type: none"> • 20% complete. • On track. • On track. • Major disruption. • New.

4. Organisational Excellence



2020 OVER-ARCHING OBJECTIVE

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

STRATEGIC INITIATIVES	ACTIONS	STATUS SEP 2020
4.1 Establish a foundation of good governance across the organisation.	<ul style="list-style-type: none"> • 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 and advocate to EA to reduce duplication of member insurance costs across the industry. • Complete a Board skills audit and review every two years to ensure we are enabling the administration to excel in its roles and responsibilities. • Review the General Code of Conduct and the Marketing and Communications Policy to ensure best-practice guidelines are in place for member conduct on social media. 	<ul style="list-style-type: none"> • On track. • Some disruption. • On track. • On track. • New.
4.2 Drive financial and organisational performance.	<ul style="list-style-type: none"> • Drive continuous financial improvement through: <ul style="list-style-type: none"> • a focus on revenue generating activities; • diversification of income through commercial and other opportunities, and; • provide visibility of event performance/results for all disciplines/events. • 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. • Build and maintain adequate capital reserves to meet future funding requirements. • Investigate a series of technology opportunities and improvements which will streamline services and administrative processes for members and officials. 	<ul style="list-style-type: none"> • On track. • 30% progress. • On track. • New.



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