



BUILDING RIDERS. BUILDING COMMUNITIES.

PONY CLUB
NEW SOUTH WALES

2026 STATE CAMP

2026 STATE CAMP

2026 STATE CAMP

2026 STATE CAMP

STRATEGIC PLAN

Building a Stronger Pony Club NSW

2026 – 2028

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Message from the Executive

Pony Club NSW has a proud history of building riders, supporting volunteers and strengthening communities across New South Wales. This Strategic Plan sets a clear and practical direction to ensure the organisation continues to grow and remain relevant in a changing environment.

The plan focuses on what matters most—supporting clubs and members, maintaining high standards of safety and welfare, and strengthening sustainable foundations for the future. It recognises the vital role of volunteers and the diverse needs of metropolitan, regional and rural communities.

As a strategic document, it outlines our priorities and direction while allowing flexibility in delivery through annual operational plans.

We thank our members, volunteers, staff and stakeholders for their ongoing commitment and look forward to working together to deliver this plan.



"The plan focuses on what matters most — supporting clubs and members, maintaining high standards of safety and welfare, and strengthening sustainable foundations for the future."

PONY CLUB NSW EXECUTIVE

Executive Summary

Pony Club NSW is the leading grassroots equestrian participation organisation in New South Wales, providing structured opportunities, education and instruction to riders aged 3 to 80 and volunteers to develop horsemanship, confidence, leadership and lifelong community connection.

This Strategic Plan outlines five key pillars that will guide the organisation over the next three years:

01

Governance & Leadership

02

Participation & Community Growth

03

Education & Capability Development

04

Welfare, Safety & Integrity

05

Sustainability & Partnerships

Governance & Leadership — strengthening frameworks and leadership capability

Participation & Community Growth — growing membership and increasing inclusion

Education & Capability Development — supporting riders, coaches, officials and volunteers ·

Welfare, Safety & Integrity — maintaining high standards of horse welfare and safeguarding ·

Sustainability & Partnerships — securing the long-term strength of the organisation and its clubs

Together, these pillars provide a clear and practical roadmap to support clubs, strengthen participation and ensure the sustainability of Pony Club NSW.





PONY CLUB NSW

03 — WHO WE ARE

About Pony Club NSW

Pony Club NSW is the state member organisation of Pony Club Australia, supporting a network of clubs and zones across metropolitan, regional and rural New South Wales. The organisation provides structured programs, education and events that develop horsemanship, leadership and community connection for riders and volunteers.

VISION

To inspire a lifelong passion for horses and horsemanship, and to remain the leading equestrian participation organisation in New South Wales.

PURPOSE

To provide safe, inclusive and educational environments where riders, volunteers and communities can develop skills, confidence and a deep respect for horses and each other.



Our Values

We are guided by the following principles in everything we do:

SAFETY

We prioritise the wellbeing of riders, volunteers and horses.

EDUCATION

We support lifelong learning and continuous development.

SPORTSMANSHIP

We promote fairness, respect and integrity.

HORSE WELFARE

Responsible, evidence-based horse care is fundamental.

INCLUSION

We welcome all riders, families and communities.

COMMUNITY

We build strong, connected communities across NSW.

INTEGRITY

We act with transparency and accountability.



01

STRATEGIC PILLAR 01

Governance & Leadership

We will strengthen governance and leadership across Pony Club NSW to ensure the organisation is well managed, transparent and sustainable.

PRIORITIES

- ◆ Strengthen governance frameworks and Executive capability Support
- ◆ strong leadership across zones and clubs
- ◆ Improve communication and accountability within the organisation
- ◆ Support succession planning at all levels



02

STRATEGIC PILLAR 02

Participation & Community Growth

We will grow participation across Pony Club NSW by supporting clubs, increasing inclusion and strengthening our connection with communities.

PRIORITIES

- ◆ Support clubs to attract and retain members
- ◆ Improve access for regional and underrepresented communities
- ◆ Strengthen engagement with families and local communities
- ◆ Increase awareness and visibility of Pony Club NSW





03
STRATEGIC PILLAR 03

Education & Capability Development

We will provide high-quality education and development opportunities to support riders, coaches, officials and volunteers.

PRIORITIES

- ◆ Strengthen education pathways for riders and coaches
- ◆ Support volunteer development and recognition
- ◆ Build capability of officials and instructors
- ◆ Improve access to training across all regions



04

STRATEGIC PILLAR 04

Welfare, Safety & Integrity

We will uphold high standards of safety, horse welfare and integrity across all Pony Club NSW activities.

PRIORITIES

- ◆ Maintain safe environments for riders, volunteers and horses
- ◆ Support education in horse welfare and responsible ownership
- ◆ Ensure compliance with integrity and safeguarding frameworks
- ◆ Promote a culture of respect, fairness and accountability



05

STRATEGIC PILLAR 05

Sustainability & Partnerships

We will strengthen the long-term sustainability of Pony Club NSW through strong partnerships, financial stability and effective resources.

PRIORITIES

- ◆ Build and maintain strategic partnerships
- ◆ Strengthen financial sustainability and funding opportunities
- ◆ Provide practical support and resources for clubs
- ◆ Improve systems and tools to support members and volunteers



Enablers

Successful delivery of this strategy depends on four cross-cutting enablers that support the five pillars.

1

Leadership & Culture

Building a positive, inclusive, high-performance culture that supports volunteers, staff and members, and develops future leaders.

2

Digital Transformation

Investing in platforms and communication capability to improve efficiency, engagement and reach — particularly in regional NSW.

3

Volunteer Development

Strengthening recruitment, training, recognition and succession to support sustainable club environments.

4

Partnerships & Collaboration

Working with key stakeholders to extend capability, access resources and deliver better outcomes for members.



Implementation

This strategy will be delivered through a structured and accountable approach that translates each strategic pillar into clear, practical actions.

Each pillar will be supported by a set of priority initiatives (programs and projects), which are implemented through annual operational plans. These plans will define specific actions, responsibilities, timelines, budgets and success measures, ensuring clear ownership across staff and volunteers.

This approach ensures the strategy remains practical, measurable and responsive to the needs of members, clubs and stakeholders.

IMPLEMENTATION CYCLE

Delivery of the strategy will occur over a three-year cycle:

YEAR 1 • 2026

Foundation

Establish governance reforms, frameworks and systems, and develop the tools and resources required to support consistent delivery. Focus on building capability, clarifying roles and strengthening organisational foundations.

YEAR 2 • 2027

Delivery

Implement priority initiatives, including launching key programs, strengthening partnerships, and progressing digital platforms. Focus on growing participation, supporting clubs and increasing engagement.

YEAR 3 • 2028

Consolidation

Measure outcomes, embed sustainable practices, and refine initiatives based on performance and feedback. Undertake a formal strategic review to inform the next planning cycle.



Governance of Delivery

Strong governance and accountability will underpin the successful implementation of this strategy:

- ◆ Annual operational plans developed and endorsed by the Pony Club NSW Executive
- ◆ Clear assignment of responsibility for each initiative across staff and volunteers
- ◆ Quarterly KPI reporting to the Executive against each strategic pillar, including performance tracking and corrective actions where required
- ◆ Annual Progress Report published to the membership, outlining achievements and key outcomes



Monitoring & Evaluation

Pony Club NSW is committed to evidence-based decision-making and transparent reporting on the delivery of this strategy. Performance will be monitored and evaluated through a defined set of organisational measures aligned to each strategic pillar. These measures focus on participation, capability, sustainability and governance outcomes.

KEY PERFORMANCE MEASURE	WHAT IT TRACKS
Annual Membership Report	Statewide membership numbers, demographics, retention and growth by zone and club
Participation Statistics	Event entries, program attendances, certificate completions and coach accreditations
Education Outcomes	Online platform usage, training completions and volunteer hours
Integrity & Safety Compliance	National Integrity Framework NIF adoption, SISCIP progress, incident reporting and WWCC compliance
Financial Sustainability	Revenue, grant income, sponsorship and club financial health indicators
Governance Compliance	Policy review status, board capability and leadership program delivery

REPORTING AND REVIEW

- Performance will be tracked regularly and reported to the Board on a quarterly basis
- An Annual Progress Report will be published to members, outlining achievements and key outcomes
- Insights from data and stakeholder feedback will be used to refine initiatives and improve delivery over time

A comprehensive Strategic Review will be conducted at the end of 2028 to assess overall outcomes and inform the development of the 2029 2031 Strategic Plan. This review will engage members, volunteers, zones and external stakeholders.

Building a Stronger, More Sustainable Pony Club

Pony Club NSW has a proud history of shaping riders, leaders and communities. The bonds formed through Pony Club — between riders and their horses, between friends, and across generations of volunteers — remain at the heart of our organisation and continue to be a powerful force for good.

This Strategic Plan positions Pony Club NSW to:

- Strengthen its role as the leading equestrian participation pathway in New South Wales
- Grow participation across metropolitan, regional and rural communities
- Deliver accessible, high-quality education for riders, coaches and volunteers
- Maintain strong standards of horse welfare, safety and integrity
- Build a financially sustainable organisation that can invest in its future

Working in partnership with Pony Club Australia, the Australian Sports Commission, the NSW Office of Sport, Sport Integrity Australia and the broader equestrian community, Pony Club NSW will continue to evolve, strengthen and grow.

"Together, we are building a stronger, more sustainable Pony Club — inspiring the next generation of riders, leaders and communities across New South Wales."