

# PCA Stakeholder Engagement Plan

## Purpose

Stakeholder engagement is a critical component of good governance, and in line with **Sport Australia Sport Governance Standard 2.1**, the PCA board is expected to develop, publish and implement a stakeholder engagement plan. Best practice requires boards to regularly collaborate and cooperate with members and stakeholders and conduct an annual review and planning process of this engagement plan.

This document outlines PCA's stakeholder engagement plan and promotes transparency by ensuring PCA is being proactive, as well as providing clear communication and messaging to those connected across the sport. Effective stakeholder engagement facilitates relationship building and understanding which is beneficial both to PCA and our stakeholders.

## Engagement objectives

PCA's stakeholder engagement plan has been developed to support the board in promoting openness and transparency of their activities, and in seeking member and stakeholder feedback (to performance or proposed initiatives) as well as considering member and stakeholder interests in decision-making. The plan provides appropriate avenues and channels for listening and feedback in the pursuit of our strategic plan, promotes collaborative governance and ensures PCA is aligning strategic decision-making across the sport.

The PCA Board has a critical role in leading the organisation's engagement approach. The board is responsible for approving and then overseeing this engagement plan which enables PCA to communicate clearly with consistent messaging, whilst fostering positive relationships with key stakeholders and building a culture of trust across the sport. The engagement plan is delivered in conjunction with the CEO, senior management and relevant sub-committees who support the board to deliver the communication, consultation, and collaboration activities. The engagement plan provides opportunities for leaders across the sport to come together, align efforts and

decision-making to best promote and ensure the sustainability of the sport.

## Key stakeholders

PCA has many requirements including reporting, compliance, strategic development and planning and managing relationships with internal (e.g., CEO and senior management) and external (e.g., ASC and PCIA) stakeholders. The engagement method will differ for each stakeholder depending on the strategic objective and their level of involvement identified as part of PCA stakeholder mapping.



As part of PCA's collaborative governance approach and to ensure PCA is seeking and hearing the views and feedback from our members and stakeholders, as well as empowering them to drive strategic decision-making, PCA Board have identified the below key stakeholders.

- Directors of State and Territory Pony Club Associations
- Member Organisations/Associations (e.g., State Associations, Zones, Clubs)
- Internal Committees (e.g., Coaching Advisory Council, Safety Committee, Youth Advisory Council, Education and Development Committee, Discipline Committees,)

- Individual Pony Club Australia members (riders, coaches, officials and supporters)
- Horses and ponies
- CEO and Senior Management
- Pony Club International Alliance
- Federal Government (i.e., Australian Sports Commission, Sport Integrity Australia)

The above list has been identified as the priority stakeholders from a board perspective however is not an exhaustive list of all stakeholders. Others may be considered and included from time to time depending on the strategic objectives of the sport, for example, State or Territory Governments will be consulted in relation to major event planning or Compliance and Regulatory Bodies will be informed of certain activities in line with legislation.

## Stakeholder engagement

PCA's stakeholder engagement plan aims to:

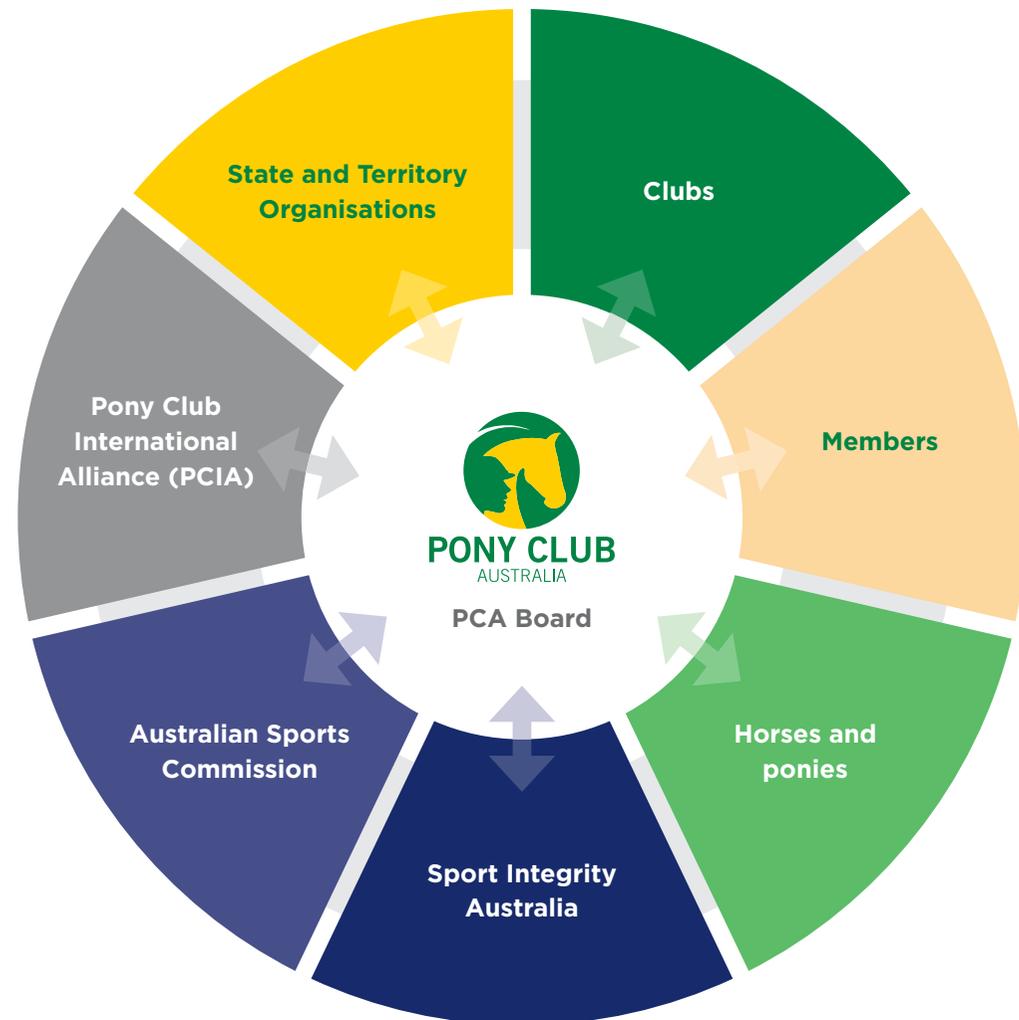
- clearly communicate our engagement approach to our key stakeholders, and the public connected to the sport in an open and transparent way
- support PCA to achieve its strategic vision by engaging the critical members of our community that have vital roles to play within that strategy
- allow PCA to seek feedback and input as required from key stakeholders to assist in decision-making
- reinforce a culture of engagement and collaboration in the best interests of our sport.

The engagement methods identified for key stakeholders have varying intentions and purposes based upon the role that the stakeholders play within our sport. Our engagement plan has been informed by PCA relationship with our stakeholders and their level of impact. The parameters set by PCA Board are reflective of this and have been tailored accordingly.

This engagement plan will form part of PCA annual review and planning process to ensure key stakeholders and members are regularly engaged and collaborated with. The engagement approach identified for each stakeholder is tailored based on the below model and each stakeholder's needs.



- **Inform:** to provide stakeholders with balanced and objective information, not involved in decision-making. Example techniques include newsletters and website updates.
- **Consult:** to obtain feedback from stakeholders, will listen to views and provide feedback when decisions are made. Example techniques include focus groups, surveys, meetings.
- **Involve:** to work with stakeholders directly to ensure their concerns and views are considered and provide feedback on how their inputs influenced decisions. Example techniques include workshops.
- **Collaborate:** to collaborate as partners throughout the process, involved in analysing and development of solutions and in decision-making. Take views into account in the decision-making to the maximum extent possible. An example technique includes advisory committees.
- **Empower:** to place final decision-making in the hands of stakeholders, will implement what is decided. Example techniques include delegated decisions.



Stakeholder	Governance Objective	Engagement Approach	Engagement Channel	Responsible	Frequency	Supporting Information/Collateral Required
Directors of State and Territory Sporting Organisations	Whole of Sport Strategic Plan Development	Involve	Workshop & Forums	CEO	As required in line with Strategic Plan	Strategic Plan
		Collaborate		Board Directors		Board Annual Calendar
State or Territory Sporting Organisations	Strategic Plan Update Reporting	Consult	Meetings	CEO	Bi-annually	Strategic Plan
		Inform	Advisory Committee(s)	Board Directors		
Clubs	Strategic Plan Update	Inform	Website, Newsletters	CEO	Monthly	Annual Report
Members			Member surveys		Annually	
Senior Management/ Executive	Strategic Planning	Empower	Appropriate Sub-Committee(s) and Delegations	CEO and Chair	Board Meetings	Board Papers
					Sub-Committees	
Directors of State and Territory Sporting Organisations	PCA contributes to SSO Strategic Planning on request	Collaborate	Workshop	SSO Presidents	On request	Strategic Plan
		Empower		Key Management		Board Annual Calendar
Directors of State and Territory Sporting Organisations	Director Induction(s)	Consult	Meetings	New Directors	As required	
State and Territory Sporting Organisations	Development and review of national policies (including Code of Conduct and alignment with organisation's values)	Collaborate	Working Groups/ Workshop	Board Directors	Annually	Policy documentation
			Advisory committee(s)	PCA Finance, Audit and Risk Committee		
State and Territory Sporting Organisations	Nominations (Identification and Appointment of Directors), including identified diversity goals	Inform	General Correspondence	Nominations Committee	Minimum annually	
			AGM			

Stakeholder	Governance Objective	Engagement Approach	Engagement Channel	Responsible	Frequency	Supporting Information/Collateral Required
Clubs	Participation opportunities	Inform	Newsletter	CEO	Monthly	PCA Newsletter
Members	PCA policies and programs		Social media			
			Website resources			
Horses and ponies	Horse welfare is a Strategic Priority, core value and PCA Policy.	Consult (welfare experts and advocates)	Persons with welfare expertise to be included in key discussions on relevant rules and policies that impact horse welfare	CEO	Quarterly	Horse Welfare Policy
			Board	Training Syllabus		
			Coaching Advisory Council	Whistleblower policy		
Sport Australia (ASC)	Improve governance practices and capability	Consult	General Correspondence - Meetings	CEO	Quarterly	Sports Governance Standards self-assessment and GOE Plan
				Chair		
				Board		
Sport Integrity Australia	Improve integrity - compliance with the National Integrity Framework	Collaborate	General Correspondence	PCA Integrity Manager	Quarterly	National Integrity Framework - policies and procedures
		Inform		Senior Management		
ASIC	Legislative compliance	Inform	Sub-Committee / Delegation	Finance, Audit and Risk Committee	Annually	Financial Statements
				Company Secretary		
Pony Club International Alliance	International programs	Collaborate	PCIA meetings	Chair, CEO	Quarterly	PCIA meeting documents



**PONY CLUB**  
AUSTRALIA

[ponyclubaustralia.com.au](http://ponyclubaustralia.com.au)

