

PONY CLUB ASSOCIATION OF
WESTERN AUSTRALIA INC.

STRATEGIC PLAN

2010 – 2012

Reviewed 2009



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INTRODUCTION

The Strategic Plan has been developed at length and agreed to and signed off by the following stakeholders of the *Pony Club Association of Western Australia*

THE EXECUTIVE

Rose Pinter

Michele Wilkie

Stephen Jones

Vicki Griffin

Deborah Spencer

PORTFOLIO

President

Senior Vice President

Vice President

Treasurer

Director State Coaching Panel

MANAGEMENT

Tania Richardson

POSITION

Executive Officer

Signed on Behalf of the Above



ROSE PINTER
PCAWA President

16th April 2010

EXECUTIVE SUMMARY

This Strategic Plan will play an integral role in managing the Association and achieving its goals over the next three years. It will be used extensively by the Executive

The aims and objectives of the Association are to:

- Coordinate and facilitate the activities of the Pony Clubs and Zones throughout Western Australia within the structure laid out in the Constitution of the Association which currently reflects the way we conduct our business and protect our members.
- Encourage young people to ride and learn to enjoy all kinds of sport connected with horses, riding and horsemastership.
- Provide instruction in riding and horsemastership, educate members in the caring for their horse.
- Make available Coach Educators and support for Coaches, thus providing quality instruction of National standards to all members.
- Promote the highest ideals of sportsmanship, citizenship and loyalty to create strength of character and self discipline.
- Educate and accredit officials to provide a fair and attractive competition environment for our members.
- Respect and value our Volunteer workforce while acknowledging that the Organisation would not be able to function without their assistance.
- Do all such things as are conducive to attainment of the above purposes, maintaining a safe and happy environment.

MISSION STATEMENT

Through increased participation and access to knowledge, our members develop equestrian pursuits and citizenship.

VISION

Pony Club will be valued by our members and the broader community for our leadership in teaching our young riders citizenship, sports-mastership and the pursuit of excellence through the enjoyment of equestrian sports.

ISSUES FACING THE ORGANISATION

The *Pony Club Association of Western Australia* is faced with a number of issues that are likely to have a direct impact on the implementation of the plan. These issues have been addressed in this Strategic Business Plan.

ISSUES

- Decrease levels of funding from sources such as sponsorship, fundraising, government
- Legislative constitutional changes
- Servicing of member organisations
- Implementation of education and training programs
- The decline in volunteers
- Regional development
- Allocation and management of human resources
- Marketing and promotion corporate, government, and the general community

OUTCOMES

The following OUTCOMES reflect what PCAWA wants to achieve over the next three (3) years.

- Increased financial stability and membership growth
- A strong market position
- Recognised as leader in best governance and management
- Increase support to clubs
- Clubs to further implement the strategies of the Association
- Increase levels of sponsorship and fundraising
- Effective volunteer management plan
- Increased membership participation
- Effective sport education programs
- Greater level of support from government organisations

ENVIRONMENTAL AND MARKETING ANALYSIS

The SWOT analysis has two targets:

1. To help identify where PCAWA is NOW and,
2. To prepare PCAWA to develop a strategy that will utilise the organisations strengths, manages its weaknesses, take advantage of opportunities, and minimise the impact of those threats that become real.

The Goals, Objectives and Strategies in this Strategic Plan aim to bridge the gap between where the Pony Club Association of Western Australia is NOW, and the vision of where we wants to be in the future.

ENVIRONMENTAL ANALYSIS

	STRENGTHS	WEAKNESSES
Internal Environment	Our STRENGTHS in the internal environment; <ul style="list-style-type: none"> • People – Volunteers and staff • Venue • Skills and expertise • Events • Members • Training and development 	Our WEAKNESSES in the internal environment; <ul style="list-style-type: none"> • Lack of funds to reach all areas to broaden participation • Limited staff power • Limited volunteers • Effective Communication with regions
	OPPORTUNITIES	THREATS
External Environment	Our OPPORTUNITIES in the external environment; <ul style="list-style-type: none"> • Increase in membership • Marketing and promotion • Strategic alliances with other Organisations including sponsors, government; • Products and services that can promote revenue • Olympic legacy • Increase support from government • Internet, promoting the Sport 	Our THREATS in the external environment; <ul style="list-style-type: none"> • Lack of revenue; • Declining membership • Decline in corporate support • Rising costs • Limited Market presence • Urban encroachment

KEY PERFORMANCE AREAS

Pony Club Association of Western Australia have identified the following Key Performance Areas (KPA's) and focus areas as follows:-

KPA's	FOCUS AREAS
Management Plan	Administration, Management operations, Corporate Governance Structure, Management practices and improvement programs, education for directors/committee members, quality management improvement programs, human resources, management volunteers, paid staff
Marketing Plan	Sponsorships, fundraising, merchandising, promotions, communications, Member services support and assistance
Operational Plan	Participation Development, membership education junior/schools, Events conduct and management of all local, regional, and state events, facilities, equipment, disadvantaged groups, Training and education, Athlete Development, Coaching, Accreditation, non-accreditation.
Financial Plan	Operational budgets & management

KEY PERFORMANCE AREA: Management Plan

Focus Area: Corporate Governance Structure and management practices

Goal: To introduce best governance and management practices

Objectives: To optimise the performance of the organisation

ACTION PLAN

Strategies	Actions	Responsible	0 1	0 2	0 3	Performance Outcome
Formalised planning processes	<ul style="list-style-type: none"> • Invite clubs and to participate in a member survey • Analyse forum results and establish time lines for implementation 	Executive EO				Members feedback and input will be included in the Strategic Plan
Review planning Processes	<ul style="list-style-type: none"> • Conduct annual reviews of the Strategic Plan document 	Executive EO				Develop Strategic Plan for 2012 onwards
Improve relationships with internal / external stake holders	<ul style="list-style-type: none"> • Establish a working party with EWA • Establish training partnerships with other equestrian organisations • Engage more with local authorities and assist clubs with same • Provide training in governance to clubs/zones • Ensure guidelines for club management are clear, succinct and easy to monitor to ensure correct processes 	Executive EO				Increase relationships and improved strength in governance

Strategies	Actions	Responsible	0 1	0 2	0 3	Performance Outcome
Review current Association Constitution	<ul style="list-style-type: none"> Review and Update based on the ASC Good Practice 	Executive, Council Reps & EO				A constitution based on the ASC Governance Principles – Good Practice
Review of committee structure and operations.	<ul style="list-style-type: none"> Create clear written guidelines for all committees at all levels Clarify reporting and task identification 	Executive EO				Clarity of expectations and outcomes reporting
Develop a succession planning process	<ul style="list-style-type: none"> Preparation of training/induction package (including staff management) 	Executive & EO				Strong leadership and innovation
Re-establish junior committee of senior riders to advise Executive	<ul style="list-style-type: none"> Call for nominations from Associated members and appoint 	Executive & EO				Participation with planning and strategy to increase involvement of members
Executive Management	<ul style="list-style-type: none"> Conduct internal reviews every 6 months to measure outcomes against KPI's and Strategic Plan 	Executive & EO				Ensures Executive complies with Council instruction and meets Constitutional and operational goals when providing day to day management of the Association

Strategies	Actions	Responsible	0 1	0 2	0 3	Performance Outcome
Maintain Affiliations and membership with equine and non equine organisations	<ul style="list-style-type: none"> Review annual affiliations to ensure mutual benefit. Join Horse Council Board 	EO				To maintain a higher profile in the larger community. Improve working relationships between organisations
Provide a healthy Safe environment through risk management	<ul style="list-style-type: none"> Ensure insurance policies for members and volunteers are current and relevant Provide adequate and relevant training, encouragement and participation Provide sound strategies and policies Monitor safety of horse & rider in coaching, training and competition Encourage coaches to coach active riding confidently Encourage more males to participate in coaching programs Share & record knowledge and expertise Encourage mentoring across all disciplines 	Executive & EO Executive & EO Executive & EO Executive & EO SCP Executive & SCP Executive, SCP & Subcommittee				The Pony Club will provide a health safe environment for all

Strategies	Actions	Responsible	01	02	03	Performance Outcome
Management of Processes	<ul style="list-style-type: none"> • Identify, develop, implement and maintain relevant policies and procedures • Review all policies and codes of conduct for all positions • Develop resources for members and coaches • Review and update office manual and performance reviews for Staff & Executive • Identify and develop training opportunities for staff 	<p>Executive & EO</p> <p>Executive & EO</p> <p>Executive, SCP, Subcommittees & EO</p> <p>EO</p> <p>EO</p>				<p>Processes in place that move from year to year that are manageable and transparent. Well trained staff to manage the organisation efficiently and effectively</p> <p>Provide opportunities for personal improvement with training to ensure job satisfaction</p>

KEY PERFORMANCE AREA: Marketing Plan

Focus Area: Communication

Goal: To increase the profile of the Association

Objectives: To create equitable access for all

ACTION PLAN

Strategies	Actions	Responsible	0 1	0 2	0 3	Performance Outcome
Increase the community awareness of Pony Club	<ul style="list-style-type: none"> Increased media exposure by attending more state sporting functions, develop sponsorship packages, media releases and marketing materials. 	Executive & EO				Increase awareness of the Pony Club Movement and improve access to sponsorship/corporate partners Increased Membership
	<ul style="list-style-type: none"> Profile Pony Club at venues such as RAS 	Executive & EO				
	<ul style="list-style-type: none"> Pursue stories in local and state paper and other media outlets 	Executive & EO				
	<ul style="list-style-type: none"> Source a Publicity / Marketing Officer 	Executive & EO				
	<ul style="list-style-type: none"> Increase exposure through forums and exhibitions. 	Executive & EO				
	<ul style="list-style-type: none"> Investigate members prospective of how improvements can be undertaken 	Executive & EO				
	<ul style="list-style-type: none"> Investigate opportunities for increasing rural/regional access 	Executive & EO				
	<ul style="list-style-type: none"> Improve marketing material 	Executive & EO				
	<ul style="list-style-type: none"> Include more relevant stories in Pony Tales 	Executive, SCP, Subcommittees & EO				

Strategies	Actions	Responsible by	0 1	0 2	0 3	Performance Outcome
Create clear communications lines	<ul style="list-style-type: none"> • Review responsibilities & roles of State and zone committees in conjunction with office staff • Identify better recognition of the role of Executive and provide better access to the members of the Executive especially in regional areas • Timely and accurate reporting through all levels of the organisation • Ensure website is up to date and easily accessible • Provide weekly email blast • Establish a Zone President/Executive meeting to be held every 6 months 	<p>Executive</p> <p>Executive & EO</p> <p>Executive, SCP, Subcommittee & EO</p> <p>EO</p> <p>EO</p> <p>Executive & EO</p>				Ensures members are well informed of all relevant matters within an appropriate timeframe
Increase overall membership, including males	<ul style="list-style-type: none"> • Increase exposure through forums and exhibitions • Investigate members perspective of how improvements can be undertaken • Investigate opportunities for increasing rural/regional access 	<p>Executive & EO</p> <p>Executive & EO</p> <p>Executive & EO</p>				<p>Increase awareness of membership view.</p> <p>Retain/increase membership</p>

KEY PERFORMANCE AREA: Operational Plan

Focus Area: Increase Participation at all levels

Goal:

Objectives:

ACTION PLAN

Strategies	Actions	Responsible	0 1	0 2	0 3	Performance Outcome
Pursue activities that increase participation at all club run events	<ul style="list-style-type: none"> Promoting rallies, club, zone and inter zone events through advertising Highlight the importance of rallies through education and Pony Tales Research equitable subsidisation for transport and training Provide adequate and relevant training, encouragement and participation strategies and policies Seek major sponsorship and funding opportunities for training and coaching Encourage access to training in regional areas 	<p>Executive & EO</p> <p>Executive & EO</p> <p>Executive & EO</p> <p>Executive & EO</p> <p>Executive, SCP & EO</p> <p>Executive & EO</p>				Members will through participation become stronger advocates of the Pony Club movement
Increase and maintain Volunteers and officials	<ul style="list-style-type: none"> Provide adequate and relevant training, encouragement and participation strategies and policies Review the role of the Commissioner 	<p>Executive & EO</p> <p>SCP</p>				

Strategies	Actions	Responsible	0 1	0 2	0 3	Performance Outcome
Conduct National & State Competitions in all Disciplines	<ul style="list-style-type: none"> • Defining coaching and training schedules • Review and establishing clear guidelines for team selection • Maintain and update National Championship rules and guidelines • Ensure compliance with current EFA/FEI rules as applicable to PCAWA • Seek major sponsorship & funding opportunities to create equity in participation • Assist membership in seeking funding support • Research equitable subsidisation for transport & training 	Subcommittees & Executive SCP Executive & Subcommittees Executive, Subcommittees, SCP & EO EO Executive & EO				Members will aspire to represent their Zone and or State through their participation
Pursue opportunities to host/compete in international events in all disciplines	<ul style="list-style-type: none"> • Be aware of rotational time tables • Ensure coaching and certification of riders is freely and equitably available to allow for qualification • Support regional coaching initiatives • Ensure rules are updated and accessible 	Executive & EO Executive & SCP Executive & SCP Executive, SCP, Subcommittees & EO				Members will aspire to achieve excellence through their participation

Strategies	Actions	Responsible	0 1	0 2	0 3	Performance Outcome
Project Connect	<ul style="list-style-type: none"> Implement & Maintain 	Executive				Increase participation for members with disabilities
Recognition for members and volunteers	<ul style="list-style-type: none"> Introduce award categories and ceremonies 	Executive & EO				Reward and recognition Marketing opportunities Membership and volunteer retention
Urban encroachment awareness	<ul style="list-style-type: none"> Prepare and circulate advice regarding riding trails Advocate bush care to avoid conflict with state government and environmental agencies Advocate for provision and retention of trails Advocate land care activities 	Executive Executive Executive Executive				

KEY PERFORMANCE AREA: Financial Plan

Focus Area: Accounting and Management practices

Goal:

Objectives:

ACTION PLAN

Strategies	Actions	Responsible by	0 1	0 2	0 3	Performance Outcome
Review and implement systems that allow for sound/legal financial management	<ul style="list-style-type: none"> • Day to day management of finances by office staff • Monthly bookkeeping review and support • Annual availability of accountant for financial year end • Maintain cash reserves • Provide regular reporting to members • Maintain clear budgetary processes • Investigate increase of revenue and reduce expenses • Retain government grants • Maintain clear reporting processes • Maintain clear financial manuals • Maintain financial guidelines for subcommittees • Provide ongoing training for staff and Treasurer • Ensure appropriate production of reports and acquittals 	<p>Executive & Council Treasurer & EO</p> <p>EO & Auditor</p> <p>Executive & EO</p> <p>Executive & EO</p> <p>Executive & EO</p> <p>Treasurer & EO</p> <p>Treasurer & EO</p> <p>Treasure, EO & Subcommittees Treasurer & EO</p> <p>Treasurer & EO</p>				Financial management is effective and efficient.

FINANCIAL ASSESSMENT

The Annual Yearly Program Budget provides an instant recognition of the forecast costs associated with the conduct of the business of the Pony Club Association of Western Australia Inc. The financial assessment is an important reflection of the funds needed in order to achieve a given level of results. They are also important as an input into the organisations budgetary process and will be regularly updated.

MONITOR AND REVIEW

Strategic Planning	Update	Total Review	Responsibility
Values, Vision, Mission	Six-monthly, but only if required	Annually	Executive / EO
Environmental Analysis	Six-monthly	Annually	Executive/ EO
Strategy Formulation	Six-monthly, but only if required	Annually	Executive/ EO
Targets	Monthly	Quarterly and Annually	Executive/ EO
Financial Plans	Monthly	Annually	Executive/ EO
Resource Requirements and Action Planning	Weekly, daily	Monthly	Executive/ EO
Entire Business Plan	Annually	Annually	Executive/ EO

MANAGEMENT STRUCTURE

Roles within the Pony Club Association of Western Australia Inc.

COUNCIL

- Primary Role: Responsible for managing the affairs of the Association
Composition: Executive Office Bearer plus a maximum of two (2) representatives from each Zone
Meet: Quarterly

EXECUTIVE

- Primary Role: Responsible for managing the day to day operations of the Association
Composition: President, Senior Vice President, Junior Vice President, Treasurer, Director of State Coaching Panel
Meet: Monthly

STATE COACHING PANEL

- Primary Role: Responsible for the policy and direction of Coaching throughout the Association, subject to approval by Council
Composition: Director of State Coaching Panel, PCNCAS, A, B & H, C* & K, C coordinators
Meet: Monthly

SUB COMMITTEES & WORKING PARTIES

The rules by which the standing committees operate are outlined in the Constitution of the Pony Club Association of Western Australia Inc.

DRESSAGE

- Primary role: To coordinate and facilitate the annual State Championship and discipline specific events.
Composition: Representatives put forward by Zones
Meet: Monthly

EVENTING

- Primary Role: To coordinate and facilitate the annual State Championship and discipline specific events.
Composition: Representatives put forward by Zones
Meet: Monthly

NOVELTIES

Primary Role: To coordinate and facilitate the annual State Championship and discipline specific events
Composition: Representatives put forward by Zones
Meet: Monthly

PRINCE PHILLIP MOUNTED GAMES

Primary Role: To coordinate and facilitate the annual State Championship and discipline specific events
Composition: Representatives put forward by Zones
Meet: Monthly

SHOW JUMPING

Primary Role: To coordinate and facilitate the annual State Championship and discipline specific events
Composition: Representatives put forward by Zones
Meet: Monthly

TETRATHLON

Primary role: To coordinate and facilitate the annual State Championship and discipline specific events
Composition: Representatives put forward by Zones
Meet: Monthly

NATIONAL TASKFORCE

Primary role: To coordinate the training of the PCAWA Development Squad and selection for the National Championships
Composition: Representatives from each Discipline
Meet: Monthly

50TH ANNIVERSARY WORKING PARTY

Primary role: To coordinate the 50th Anniversary Celebrations of PCAWA
Composition: Representatives of the Association
Meet: When required