



**PONY CLUB**  
WESTERN AUSTRALIA

# **Strategic Plan 2016-2018**

## Background

The Pony Club is an international youth organisation dedicated to providing opportunities for young people that are interested in horses, ponies and riding.

Pony Clubs exist to promote the physical, mental and spiritual development of young people by encouraging sportsmanship and good citizenship and by providing opportunities for young riders to gain knowledge and become proficient in their chosen equestrian sport.

The philosophy of the Pony Club movement is to ensure, in order of priority, the safety of the rider, the comfort of the horse, the enjoyment and progress of the rider.

The Pony Club movement started in the United Kingdom in 1929 with the stated aim of encouraging young people to learn to ride and enjoy all kinds of sport connected with horses and riding. The first Australian Pony Club was established in New South Wales in 1938. The first Pony Club in Western Australia was established in 1959.

Today, the combined Pony Clubs in over 25 countries form the largest association of riders in the world with more than 110,000 active members.

The Pony Club Association of Western Australia (PCAWA) is the recognised state association representing the interests of more than 65 affiliated Pony Clubs across WA.

PCAWA has a rich 50 year history with strong traditions that provide the foundation for the operation, development and growth of the sport today.

This strategic plan recognises and builds upon the important work of the past and sets a strong direction for the future.

Dedicated to increasing awareness of PCAWA as the leading youth equestrian association in Western Australia this plan will serve as a guide to build the capacity of our people; build strong governance and ensure the sustainability of our association.

## **Our Vision**

To be known as the leading youth equestrian association in Western Australia

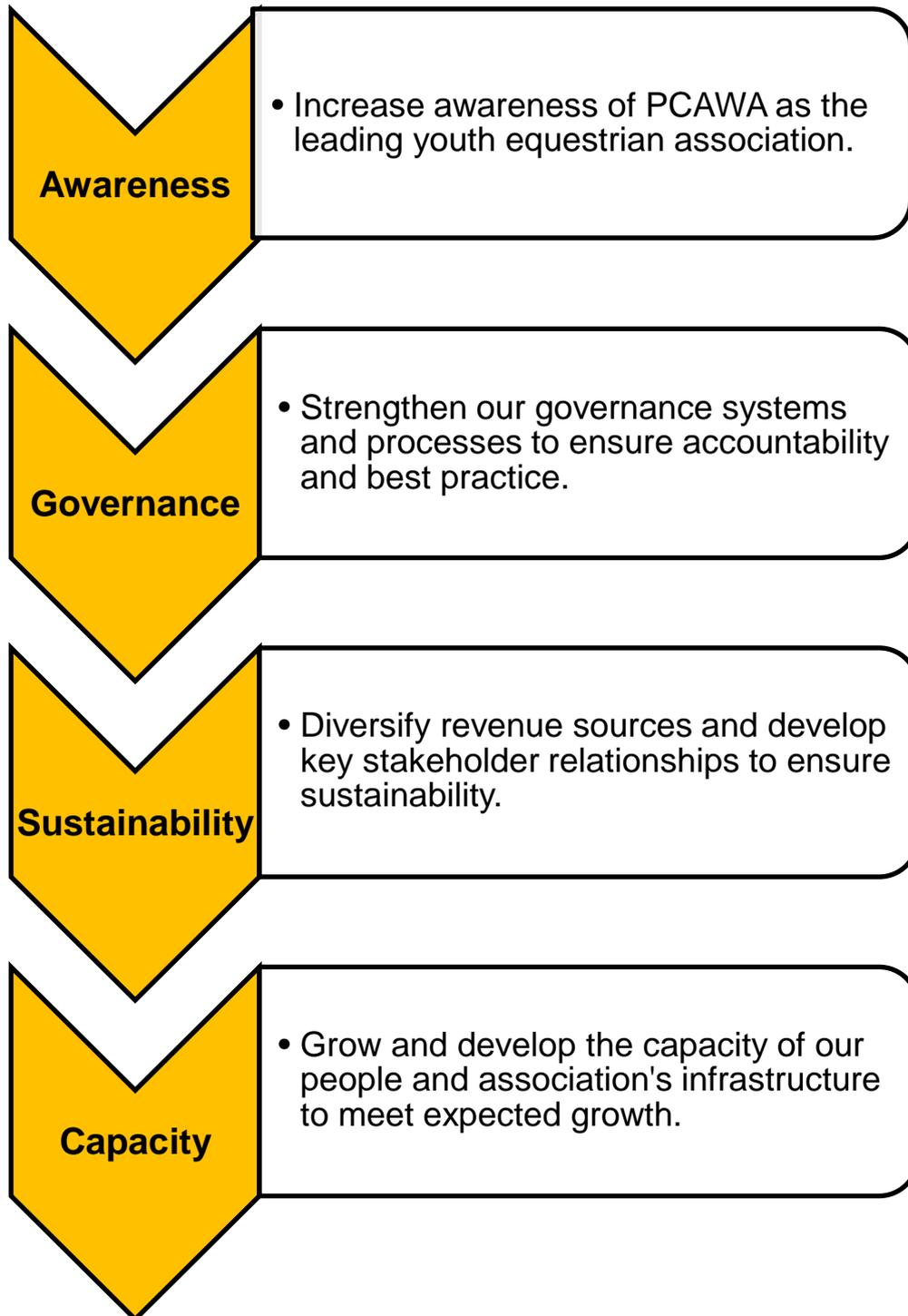
## **Our Mission**

To promote the highest ideals of sportsmanship, citizenship and loyalty and to create strength of character, self-discipline, health and well-being in the young people that participate in our activities.

To work with our member clubs to provide instruction in riding and horsemanship and educate our members to look after and take proper care of animals.

To encourage young people to ride and participate in all kinds of sport connected with ponies, horses and riding.

## Our key themes and objectives



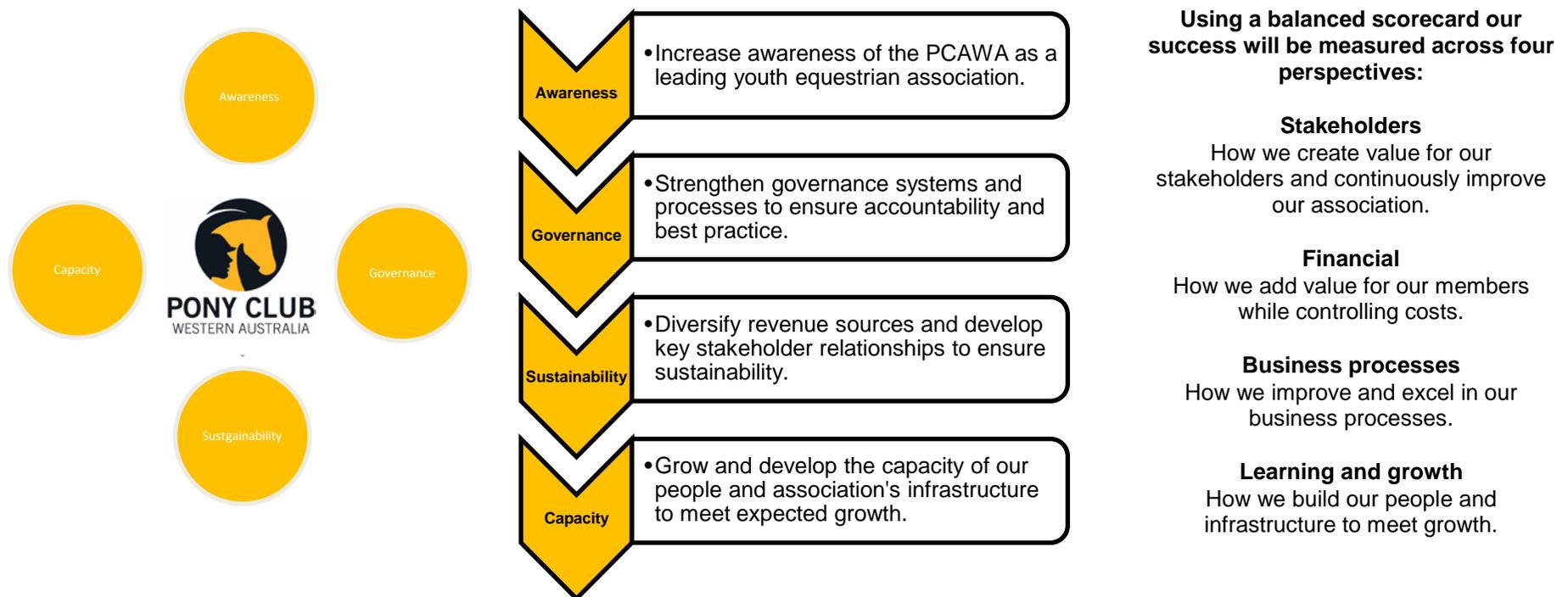
## How we will use a Balanced score card to measure success

Perspective	Objective	Measure
<b>Learning and growth</b>	Retain our core focus through innovation and continuous improvement.	<ul style="list-style-type: none"> <li>Employee, volunteer and club satisfaction</li> <li>A climate for innovation and staff buy-in</li> <li>Staff, club and volunteer development</li> </ul>
<b>Business processes</b>	Increased performance through strong governance, operations management, member relationships, marketing, compliance and environmental processes.	<ul style="list-style-type: none"> <li>Best business practices</li> <li>Innovative and successful marketing and promotion</li> <li>Regulatory compliance met</li> </ul>
<b>Stakeholders</b>	Through collaborative partnerships provide a place of safety, learning and fun promoting the highest ideals of sportsmanship connecting riders to all sports associated with horses.	<ul style="list-style-type: none"> <li>Member satisfaction</li> <li>Needs of members are met through innovation and relevance</li> <li>Stakeholder satisfaction</li> </ul>
<b>Financials</b>	Increase membership value, resource efficiencies and diversified revenue growth while controlling costs and providing a balanced approach to investment.	<ul style="list-style-type: none"> <li>Diversification of revenue base</li> <li>Higher ratio of non-government funding to Government funding</li> <li>Operational expenses are managed within revenue</li> </ul>

## How we will measure success

The strategic direction and goals outlined in this plan reaffirm PCAWA's unwavering commitment to excellence, accountability and superior performance.

To ensure success, PCAWA will strive to incorporate best practices benchmarked from sporting associations, government and private industry. This plan will serve as a guide to implementing specific actions and principles that increase awareness of PCAWA as the leading youth equestrian association committed to building the capacity of its people; delivering strong governance and ensuring sustainability of the association.



# 3 YEAR STRATEGIC PLAN

## STRATEGIC THEME 1 – AWARENESS

Objective	Targets/Actions	Key performance indicators
1.1 Increase awareness of the PCAWA as a leading youth equestrian association.	1.2 Develop and implement a marketing plan.	1.1.1. Marketing plan is developed and implemented. 1.1.2. The number of local television and print media stories increases when measured against 2015 figures. 1.1.3. Positive stories are widely promoted using all available communication channels. 1.1.4. Club champions and role models identified, celebrated and promoted. 1.1.5. Staff and members are nominated for awards.
	1.2 Marketing policies and guidelines are reviewed.	1.2.1 Marketing review is completed and strategies are implemented.

## STRATEGIC THEME 2 - GOVERNANCE

Objective	Targets/Actions	Key performance indicators
2.1 Strengthen our governance systems and processes to ensure accountability and best	2.1 Develop and implement a strategic plan.	2.1.1 Strategic plan endorsed.
	2.2 Develop a 12 month business plan.	2.2.1 Business plan implemented.
	2.3 Conduct a review of Board processes and procedures.	2.3.1 Review completed and improvements adopted.

	2.9 Establish a Board development plan.	2.4.1 Development plan implemented. 2.4.2 Training needs identified. 2.4.3 Sub-committees established as required. 2.4.4 Processes for specific activity review, succession, diligence adopted. 2.4.5 Proactive Board in operation with Directors retained and sustained.
	2.5 Identify and commit resources through the budget forecast.	2.5.1 Budget accepted and funding committed.

### STRATEGIC THEME 3 – SUSTAINABILITY

Objective	Targets/Actions	Key performance indicators
3. Diversify revenue sources and develop key stakeholder relationships to ensure sustainability.	3.1 Explore opportunities to share services and joint initiatives.	3.1.1 Shared services developed and implemented where and if appropriate. 3.1.2 Joint events, competitions and activities are developed and conducted where and if appropriate.
	3.2 Develop and implement a stakeholder development plan.	3.2.1 Stakeholder plan implemented with a focus on priority areas identified by members. 3.2.2 Key stakeholders identified and partnerships established through formal agreement. 3.9 Potential projects evaluated using formal measurement processes and tools. 3.2.4 Partnerships reviewed and renewed as required.
	3.3 Complete the relocation of the PCAWA office and administration.	3.3.1 PCAWA office and administration is fully located in the State Equestrian Centre.

	3.4 Develop a volunteer strategy.	3.4.1 Volunteer strategy implemented with a focus on: <ul style="list-style-type: none"> <li>• Younger members</li> <li>• Support for club initiatives</li> <li>• Online induction and introductory programs.</li> </ul>
	3.5 Diversify revenue streams	3.5.1 Revenue generated in addition to government funding.
	3.6 Establish and implement a funding development plan.	3.6.1 Funding development plan implemented with a focus on: <ul style="list-style-type: none"> <li>• Clearly identified funding need</li> <li>• Infrastructure that will support fund-raising</li> <li>• Potential funding sources – local business and industry</li> <li>• In-kind support such as technical assistance, volunteers, speakers.</li> </ul>
	3.7 Ensure compliance and strong internal processes.	3.7.1 Board and management processes compliant.
	3.8 Review policies and procedures.	3.8.1 Review completed and gaps and improvements identified. 3.8.2 Recommendations for improvements implemented. 3.8.3 Quality improvement system purchased and applied. 3.8.4 Document management system implemented.

Objective	Targets/Actions	Key performance indicators
4. Grow and develop the capacity of our people and association's infrastructure to meet expected growth.	4.1 Develop and implement a plan for the improvement of technology and infrastructure.	4.1.1 Improvement plan implemented. 4.1.2 Systems and software in place covering funding, forecasting, maintenance and upgrades.
	4.2 Improve skills, grow and develop the workforce.	4.2.1 Workforce development plan reviewed 4.2.1 Workforce development plan updated and ratified. 4.2.2 Skills audit completed. 4.2.3 Staff KPIs developed. 4.2.4 Strategies to fill skills and capacity gaps adopted. 4.2.5 Staff training plan developed and implemented.
	4.3 Retain and grow membership.	4.3.1 Membership numbers will increase when measured against 2015 figures. 4.3.2 Additional associate membership programs established.
	4.4 Improve the level and quality of communication with clubs.	4.4.1 The PCAWA website will be improved. 4.4.2 Regular and formal member feedback processes will be established. 4.4.3 A range of social media tools will be used to inform members.
	4.5 Expand the services and products provided to clubs.	4.5.6 Website and social media development tools will be developed and made available to clubs. 4.5.7 The PCAWA handbook will be revised and made available to clubs. 4.5.8 Standard checklists and guidelines developed and made available to clubs. 4.5.9 The 'Gear Checking Manual' will be revised, updated and made available to clubs.
	4.6 Increase the number of lower level coaches.	4.6.1 The number of coaches will increase when measured against 2015 figures.
	4.7 Increase the number of training programs available.	4.7.1 The number of clinics and courses for each discipline in metropolitan Perth and regional areas will increase when measured against 2015 figures.

	4.8 Identify nationally accredited formal qualification pathways.	4.8.1 Formal qualification pathways formalised and communicated to members. 4.8.2 RPL pathways formalised and communicated to members.
	4.9 Develop an online learning capacity.	4.9.1 Feasibility and pathways investigated. 4.9.1 Basic online learning programs available if identified as appropriate.
	4.10 Improved member induction and orientation processes.	4.10.1 Induction and orientation calendar established and published. 4.10.2 Orientation sessions delivered at zone and club level.
	4.11 Implement the new National member data system.	4.11.1 New National member data system implemented. 4.11.2 Member and volunteer skill sets defined.

## What success will look like in 2018

