



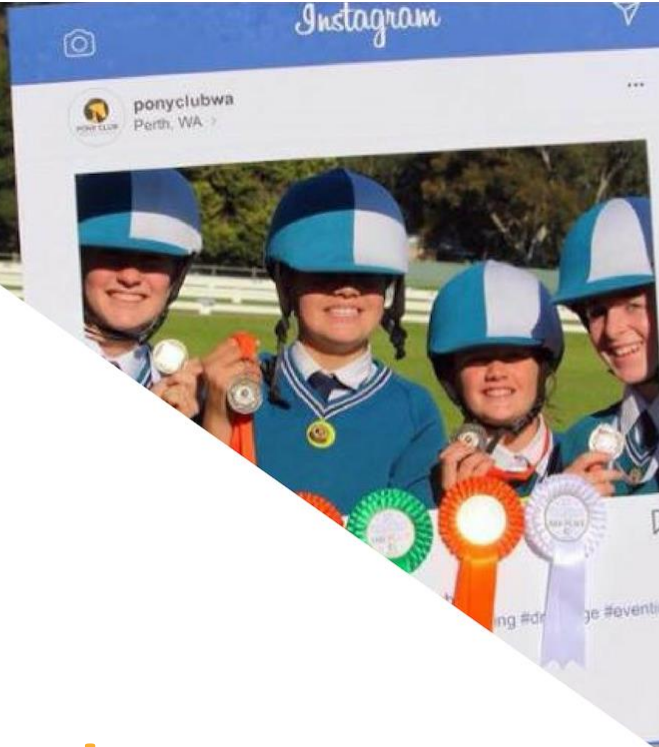
PONY CLUB
WESTERN AUSTRALIA

STRATEGIC PLAN

2019 - 2021

A life with horses starts here.

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03.

Our Foundation

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 wholistic development of young people by encouraging sportsmanship and good citizenship. Through Pony Club, opportunities are provided for young riders to gain knowledge and become proficient in their chosen equestrian sport.

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 Pony Club in Western Australia was established in 1959. Pony Club Western Australia (Pony Club WA) is the recognised state sporting organisation representing the interests of 13 zones, 60 clubs and over 3000 members.





04.

Our Challenges

A major challenge is the changing economy.

Owning horses is an expensive hobby and budgets are feeling the strain, often making equestrian memberships viewed as a luxury.

The pony club movement is unique in that it offers club-based structure delivering programs that focus on education and training from grass roots through to high performance. With other equestrian organisations competing for the same member base, we need to highlight the opportunities available through pony club as we work towards our vision of being the equestrian organisation of choice for the youth of Western Australia.

Sponsorship and funding are becoming harder to secure. Funding applications, acquittals and meeting sponsor expectations are time consuming, however essential to keeping memberships and member benefits affordable to all.

We are a volunteer-based organisation. Although a decline in volunteers is being seen across all sports, the pressure on those that step up to help can be overwhelming and often makes succession planning difficult.

With over 50 percent of our members being regionally based, we need to be able to support and develop those members in an affordable and practical way.





05.

Our Future

The 2016-2018 strategic plan had the Association working hard to improve internal governance, to adopt best practice and to ensure that we complied with the legal and regulatory requirements of a not for profit organisation. The Board transitioned to a skills-based Board through a program of training and recruitment. With strong internal policies and procedures now in place, it is time to move forward focusing on member needs.

This strategic plan recognises and builds upon the important work of the past and sets a strong direction for the future. Board and management have collaborated with member feedback to create a strategic direction with a focus on communicating with our members, better support for clubs and zones, engagement of members in programmes and benefits whilst ensuring the sustainability of our association.





06.

Our Vision

To be the equestrian organisation
of choice for the youth of
Western Australia.





07.

Our Mission

To engage, inspire, educate and
unite our members through a
mutual love of horses.





08.

Our Aims

- To encourage young people to ride and to learn to enjoy all approved kinds of sport connected with horses and riding.
- To provide instruction in riding and horse mastership and to instil in members the proper care of their animals.
- To promote the highest ideals of fellowship, citizenship and loyalty, and to cultivate strength of character and self-discipline.



09.

Strategic Priorities



Four priority areas and their objectives have been identified as critical to the success of Pony Club WA over the next three years.

CONNECT

To facilitate the sharing of information and best practise across all levels of the organisation.

SUSTAINABILITY

To adapt and grow to better meet the diverse needs of our members and stake holders.

COMMUNITY

To strengthen our foundations by reinforcing the links between member, club, zone and state.

PARTICIPATION

To engage members and volunteers in programs and opportunities across the pony club spectrum





Strategic Priority #1 – Connect

Objective:

1.1 Strengthen internal processes at all levels across the Association.

Delivery:

- Maintain a policy review schedule for both internal and external policies.
- Implement relevant new policies.
Implement an organisational commitment to child safeguarding.
- Schedule regular meetings for Governance & Risk and Audit & Finance Committees.
- Develop a current risk register and risk management policy.
- Include child protection as a component of the risk register.
- Assist clubs with policy development and implementation.
- Identify and promote governance training and education opportunities for Board, State Committees and club Committees.
- Communicate clear processes for attaining efficiency certificates and coaching accreditations.

Objective:

1.2 Develop, review and maintain relevant resources.

Delivery:

- Annual review of Handbook.
- Annual review of Sport Rules by Sport Committees.
- Maintain a policy review schedule.
- Develop and promote coherent child safeguarding policy and procedural frameworks.
- Review and maintain coaching relevant materials.

Objective:

1.3 Establish opportunity for open and transparent communication.

Delivery:

- Develop and implement an effective communication strategy.
- Schedule quarterly Board Reports.
- Facilitate annual member club forums.
- Regular Board engagement with members.

Objective:

1.4 Seek input and feedback from our state committees, zones, clubs and members.

Delivery:

- Conduct regular members surveys and incorporate feedback into decision making and operational planning.
- Facilitate annual joint State Committee Meetings.
- Explore the use of technology to bring club executives together on a regular basis.
- The State Coaching Panel to actively engage in collecting and reflecting on feedback obtained from members.

Objective:

1.5 Develop and promote resources that assist zones and clubs to improve functionality.

Delivery:

- Develop online resources to assist club and zone committees to fulfil their roles.
- Promote website resources.
- Invite clubs and zones to participate in Top Club.
- Develop a quarterly educational newsletter for club zone committee that promotes relevant resources and policies.
- Clarify and promote the role of Visiting Commissioner.
- Provide easier access to examiners for clubs and zones.

Objective:

1.6 Apply technology to bridge the gap between metropolitan and regional.

Delivery:

- Develop an effective teleconferencing model for state committees.
- Develop video resources to support training and development.
- Encourage state committees to use webinar to deliver training courses.



Strategic Priority #2 – Sustainability

Objective:

2.1 Manage risk and ensure compliance to protect the brand and sport.

Delivery:

- Develop a systematic process for identifying, evaluating and mitigating risk.
- Embed adequate controls to guard against excessive or undue risk.
- Actively meet our regulatory and compliance obligations.
- Assist clubs and state committees with the development and implementation of risk management plans.

Objective:

2.2 Secure sufficient revenue sources to ensure financial stability.

Delivery:

- Build and maintain strong mutually beneficial partnerships with funding bodies.
- Establish a diverse portfolio of sustainable income streams.
- Explore available funding opportunities.
- Explore investment opportunities that deliver return on surplus funds.

Objective:

2.3 Adapt and respond to identified member needs.

Delivery:

- Conduct regular reviews of membership categories.
- Conduct regular reviews of policies and procedures to allow for maximum participation opportunities.
- Investigate and where relevant, introduce new activities.
- Create clear and concise athlete high performance pathways for athletes and officials.
- Encourage flexible delivery of pony club programs.

Objective:

2.4 Provide opportunities that support the development of a skill-based board and committees.

Delivery:

- Maintain a relevant skills matrix.
- Conduct annual performance reviews.
- Engage board members in training opportunities.
- Create and implement a board succession plan.
- Encourage and support the development of skills across Sport Committees.

Objective:

2.5 Identify training needs and provide training opportunities that enable the association to retain a stable, skilled employee base.

Delivery:

- Conduct annual staff performance reviews.
- Provide professional development opportunities to strengthen identified areas of need.
- Develop and implement a staff succession plan.

Objective:

2.6 Achieve growth within our membership base.

Delivery:

- Monitor member numbers.
- Implement member retention strategies.
- Implement Riding Centre Memberships.

Objective:

2.7 Create opportunities for future leaders.

Delivery:

- Foster associate members as future officials.
- Explore opportunities for members that are not equine based.
- Create opportunities for representation on state committees and Board.
- Deliver programs that foster coach development.
- Deliver programs that provide opportunity for leadership development.



Strategic Priority #3 – Community

Objective:

- 3.1 Develop resources that improve member induction and orientation processes at all levels across the Association.

Delivery:

- Produce an induction pack template for clubs.
- Provide each club with an updated hard copy of the Handbook.
- Ensure all relevant member and club resources are available on the website.

Objective:

- 3.2 Establish networking opportunities for clubs and zones.

Delivery:

- Establish regular zone meetings which include topical discussion on the agenda.
- Promote sharing of ideas and resources through the zone structure.
- Facilitate president group networking opportunities.
- Implement a buddy club system within the zone structure to support newer committees.
- Facilitate opportunities for networking amongst Junior Committees.
- Facilitate networking opportunities for coaches and examiners across the Association.

Objective:

3.3 Identify and promote the role and purpose of zone.

Delivery:

- Produce a template for a zone constitution.
- Produce a zone Handbook.
- Develop a template for quarterly zone reports to be submitted to Board.
- Create a section in the newsletter for zone news.
- Clarify and promote the roles of Zone Coach and Zone C*/K Coordinators.

Objective:

3.4 Assist club and zones to improve functionality and effectiveness.

Delivery:

- Develop guidelines and protocols to support effective operations of clubs and zones.
- Produce meeting templates to be used by clubs and zones.
- Introduce child safe guarding as a regular agenda item at committee meetings.
- Produce guidelines for committee roles.
- Distribute a checklist for zone meeting agenda items.
- Support further understanding of relevant coaching resources and documentation.

Objective:

3.5 Build and support the capacity and capability of our volunteers.

Delivery:

- Provide training and education programs to increase skills of volunteers.
- Develop a Volunteer Handbook.

Objective:

3.6 Promote a positive culture across all levels of the Association.

Delivery:

- Share positive member stories.
- Promote members as ambassadors.
- Promote ex-members as ambassadors.
- Implement a volunteer of the month.
- Publish regular historic pony club memories.
- Create a pony club alumni network to provide support to clubs and members.



Strategic Priority #4 – Participation

Objective:

4.1 Create and promote opportunities for members.

Delivery:

- Continue to promote state and national opportunities.
- Source funding to implement projects designed to target identified member needs.
- Explore and promote potential carer pathways.
- Promote the benefits of Efficiency Certificates.
- Create opportunities for members and officials to achieve accreditations.
- Explore Recognised Prior Learning with external equine educational courses.
- Explore the feasibility of Pony Club WA becoming a Registered Training Organisation.
- Promote and support flexible learning delivery.

Objective:

4.2 Create resources that increase accessibility of programs.

Delivery:

- Source funding that will assist state based regional development projects.
- Explore the use of Webinars as a tool to deliver programmes.
- Investigate and promote regional funding opportunities to members.

Objective:

4.3 Reward and recognise all our people.

Delivery:

- Promote nominations for state and annual awards.
- Recognise and celebrate all nominees and award recipients through a range of media channels.
- Research alternative award nominations outside of the industry.
- Publish regular media articles highlighting member and volunteer achievements.

Objective:

4.4 Facilitate the use of technology to enhance delivery clear recognition of prior skills and experience.

Delivery:

- Encourage state committees to use webinars to enhance training and development.
- Develop a series of digital educational resources for training and educational purposes.

Objective:

4.5 Review our coach and officials' pathways and include clear recognition of prior skills and experience.

Delivery:

- Increase the number of accredited officials in all disciplines.
- Develop frameworks that recognise and reward Recognised Prior Learning.
- Promote clear pathways to accreditation.
- Utilise database to maintain online records of accredited officials.

Measuring Success

This plan will serve as a guide to implementing specific actions and principles that are committed to connecting our members through open and transparent communication and the sharing of information, strengthening the sense of community amongst our members, clubs and zones and engaging members in pony club activities all of which ensure sustainability of the association.

We will be measuring success by using a Balanced Scorecard that supports our strategic objectives.

PERSPECTIVE

Organisational Capacity
'Knowledge and Innovation'

MEASURE

- Employee, volunteer and club satisfaction
- Staff, club and volunteer development
- Improved communication
- Innovation and continuous improvement
- Building the capacity of our people and infrastructure

PERSPECTIVE

Internal Business Process
'Efficiency'

MEASURE

- Increased performance through strong governance
- Successful marketing and promotion
- Regulatory compliance

PERSPECTIVE

Customer/ Stakeholder
'Satisfaction'

MEASURE

- Stakeholder satisfaction
- Improved services
- Effective and collaborative partnerships
- Needs of members are met through innovation and relevance
- Increased participation in pony club activities

PERSPECTIVE

Financial
'Financial Performance'

MEASURE

- Increase membership value
- Diversification of revenue growth
- Increase the ratio of funding to membership income.
- Operational expenses are managed within budget



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