



**PONY CLUB**  
WESTERN AUSTRALIA

# STRATEGIC PLAN

*A life with horses starts here!*

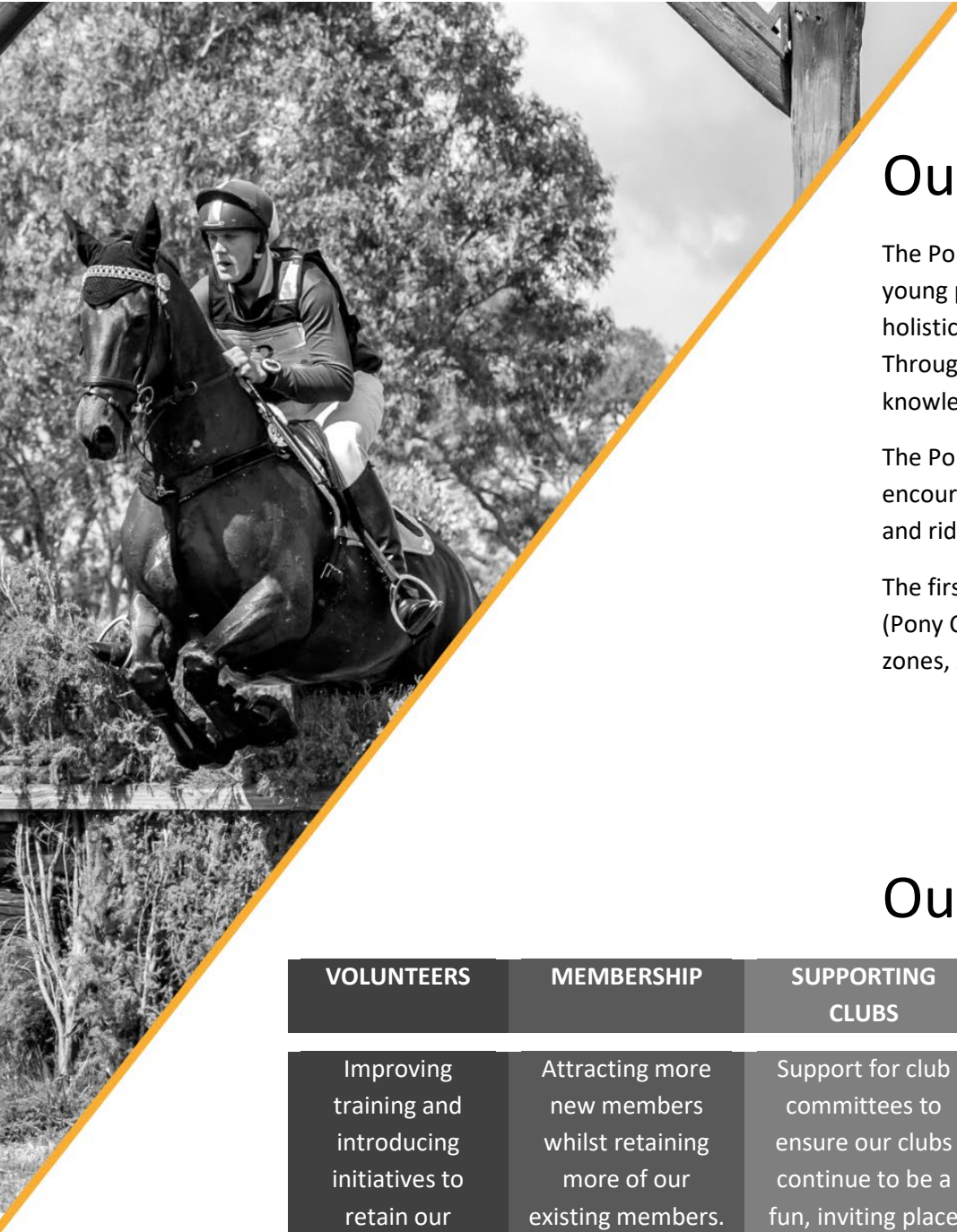
**2022 - 2024**



# CONTENTS

|  |   |
|--|---|
| Our Association                        | 3 |
| Our 2022-2024 Strategic Aims           | 3 |
| Our Vision                             | 4 |
| Our Mission                            | 4 |
| Our Aims                               | 4 |
| Values                                 | 4 |
| Foundations                            | 4 |
| Growth and Sustainability – Overview   | 5 |
| Engagement and Recognition – Overview  | 5 |
| People and Culture – Overview          | 5 |
| Growth and Sustainability – Explained  | 6 |
| Engagement and Recognition – Explained | 7 |
| People and Culture – Explained         | 8 |





## Our Association

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 holistic development of young people by encouraging sportsmanship and good citizenship. Through pony club, opportunities are provided by Pony Club 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, 57 clubs and over 3000 members.

## Our 2022-2024 Strategic Aims

| VOLUNTEERS   | MEMBERSHIP   | SUPPORTING CLUBS  | COMPLEXITY  | BRAND  | FUNDING & FINANCES  | TECHNOLOGY   |
|--|--|---|---|--|---|--|
| Improving training and introducing initiatives to retain our volunteers. | Attracting more new members whilst retaining more of our existing members. | Support for club committees to ensure our clubs continue to be a fun, inviting place to be. | Reducing complexity to ensure our volunteers, coaches, officials, and participants continue to be engaged with Pony Club. | Promoting Pony Club WA's unique and distinctive brand for maximum benefit. | Becoming self-sufficient and reducing our reliance on government funding. | Making the most of IT to simplify and reduce the burden on our volunteers, members, and staff. |

# Our Vision

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

# Our Mission

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

# 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-sport.

# Values

- **Community** We are committed to Pony Club and care for the wider community.
- **Respect** For ourselves and others, our horses and ponies, the environment.
- **Integrity** Honesty and transparency always.
- **Diversity** We are inclusive and recognise everyone's equestrian journey is different.

# Foundations

- Pony Club WA is a youth centric organisation where young people learn to ride and care for their horses and ponies.
- We are part of the National and International Pony Club Community and exist to serve the needs of our members.
- A priority to focus on good governance, managing risk, and financial viability.





## 01 GROWTH AND SUSTAINABILITY

*Expanding the membership services offered while maintaining our social licence to operate.*

|   |
|---|
| Membership categories provide options for all those who wish to participate |
| Attract and retain members  |
| Better manage risk  |
| Retain and attract clubs  |
| Enhance financial sustainability  |
| Ensure Pony Club WA is aligned to Child Safe principles                     |

## 02 ENGAGEMENT AND RECOGNITION

*To connect and communicate with stakeholders at all levels. To recognise diversity and needs of stakeholders.*

|  |
|--|
| Improve Communication with membership                      |
| Develop engagement platforms for members and committees    |
| Improve services through promotion and effective use of IT |
| Recognise achievements and contribution of members         |
| External recognition of Pony Club                          |
| Ensure Pony Club continues to be inclusive                 |

## 03 PEOPLE AND CULTURE

*Developing our clubs, members, volunteers, and employees at all levels in line with our values.*

|  |
|--|
| Ensure our committees and Board are effective and our clubs are well managed |
| More effective Coaching and Officiating                                      |
| Build capacity of our volunteers   |
| Create a culture based on our values   |



## SUCCESS FACTORS

Increased membership, more clubs, streamlined services and reduced risks.

| OBJECTIVE  | INITIATIVES  | SUCCESS FACTORS   |
|--|--|---|
| a. Membership categories provide options for all those who wish to participate | <ul style="list-style-type: none"> <li>Review and streamline membership offerings to ensure there is a category to cater for all people to participate.</li> </ul>   | Membership categories offer an option for all who would like to participate at Pony Club.   |
| b. Attract and retain members  | <ul style="list-style-type: none"> <li>Further develop State Squads and Development Squads</li> <li>Develop a stronger relationship between Riding Centre Members of PCA to attract these members to Pony Clubs.</li> <li>Support and promote fun &amp; engaging activities within Pony Club events.</li> <li>Promote national and international participation opportunities for riders, coaches, and officials.</li> <li>Improve the number of riders earning Proficiency Certificates.</li> <li>Develop and promote Ready2Ride.</li> </ul> | <p>More members aware of and attending programs.</p> <p>Increase and retention of members.</p> <p>Increase in members earning Proficiency Certificates 'C' and above.</p>                                 |
| c. Better manage risk  | <ul style="list-style-type: none"> <li>Develop injury reporting processes and review mechanisms.</li> <li>Risk and governance committee to keep up to date with all areas of risk.</li> <li>Develop an event risk and control process from Club level to State level to better manage risks.</li> <li>Develop risk management tools for club to manage risk.</li> <li>Engage with other organisations to keep abreast of and address emerging risks and issues.</li> </ul>   | <p>Streamlined online accident reporting system that all riders/parent will use.</p> <p>Regular meetings with other organisation with information sharing.</p> <p>Clubs manage risk more effectively.</p> |
| d. Retain and attract clubs  | <ul style="list-style-type: none"> <li>Develop support programs for all clubs, recognising the special needs of regional clubs.</li> <li>Identify potential new clubs and develop presentation package to encourage affiliation to Pony Club WA.</li> <li>Consider North-West specific member packages.</li> <li>Review Zone Structures</li> </ul>   | Increase in number of clubs affiliated  |
| e. Enhance financial sustainability  | <ul style="list-style-type: none"> <li>Build and maintain strong mutually beneficial partnerships with funding bodies.</li> </ul>  | <p>Good relationships with funding bodies</p> <p>Continued funding.</p>   |
| f. Ensure Pony Club WA is aligned to Child Safe principles                     | <ul style="list-style-type: none"> <li>Develop Working With Children guidelines for clubs</li> <li>Work with Dept Local Government Sport and Culture and Sport West to ensure current policies align to Child Safe principles.</li> </ul>  | Reduced risk for children, clubs, and Pony Club WA  |



## SUCCESS FACTORS

More informed members, membership is consulted and contributes, volunteers are more efficient, value of Pony Club is recognised externally, members are recognised and rewarded for their achievements.

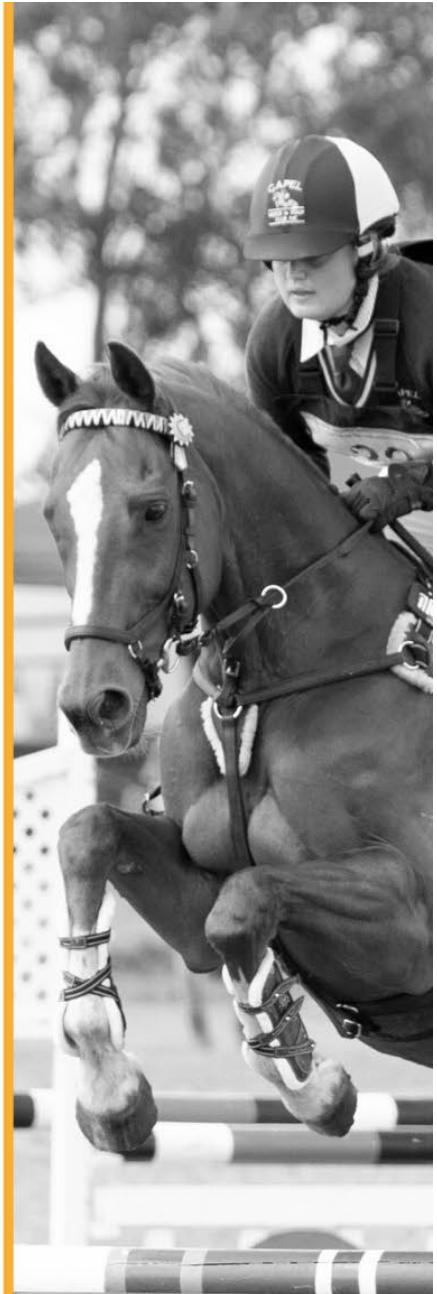
| OBJECTIVE   | INITIATIVES   | SUCCESS FACTORS   |
|---|---|---|
| a. Improve Communication with membership                      | <ul style="list-style-type: none"> <li>Develop and implement effective two-way communication to all stakeholders.</li> <li>Maximise use of social media.</li> <li>Survey membership regularly.</li> <li>Regular Board engagement with members at events and club meetings/functions</li> </ul>  | <p>Increased positive feedback.</p> <p>Initiatives identified that more closely align to club and member needs.</p>   |
| b. Develop engagement platforms for members and committees    | <ul style="list-style-type: none"> <li>2<sup>nd</sup> Member forum to be held mid-year using technology and face to face.</li> <li>Facilitate annual joint state committee meeting.</li> <li>Opportunity for Associate members to contribute to Board and committees</li> </ul>   | Increased member involvement in Pony Club WA  |
| c. Improve services through promotion and effective use of IT | <ul style="list-style-type: none"> <li>Promotion and use of online services, particularly for regional clubs.</li> <li>Promote the use of webinars to deliver training.</li> <li>Better use of the coaches and officials' facility of our database.</li> <li>Review and improve administrative processes of the state office and clubs through better use of technology and automation,</li> </ul>  | <p>Clubs offering more efficient services.</p> <p>Reduction in workload of volunteers and staff.</p> <p>More effective use of IT in managing members and events, including scoring</p> <p>Our reach increases in regional areas resulting in more coaches and officials regionally and in metropolitan Perth.</p> |
| d. Recognise achievements and contribution of members         | <ul style="list-style-type: none"> <li>Review the end-to-end process for our State Annual Awards</li> <li>Promote awards for our riders, coaches, and officials outside of Pony Club.</li> <li>Recognise the work of volunteers at all levels club, committees, SCP, Board.</li> </ul>  | Volunteers and members are valued by acknowledging and rewarding volunteers at all levels   |
| e. External recognition of Pony Club                          | <ul style="list-style-type: none"> <li>Progress Recognition for Prior learning (RPL) for Proficiency Certificates within TAFE</li> <li>Explore options to become a Registered Training Organisation.</li> <li>Remain engaged with Curriculum Council to ensure proficiency certificates are recognised for community contribution.</li> <li>Promote value of Pony Club as a pathway to a career in equine industry for Associate Members</li> </ul> | Pony Club further recognised as an important pathway to a career in equestrian industry, resulting in increased membership and retention of members particularly for Associate membership.  |
| f. Ensure Pony Club continues to be inclusive                 | <ul style="list-style-type: none"> <li>Develop indigenous engagement initiatives that educate members, encourage reconciliation, and provide opportunities for increased indigenous membership.</li> <li>Promote Sports Connect initiative</li> </ul>   | More inclusive membership   |



## SUCCESS FACTORS

Pony Club WA is seen as a leader in good governance, our clubs are better managed and resourced, happy members, happy kids.

| OBJECTIVE   | INITIATIVES   | SUCCESS FACTORS   |
|---|---|---|
| a. Ensure our committees and Board are effective and our clubs are well managed | <ul style="list-style-type: none"> <li>Identify and promote governance training and education opportunities for Board, State Committees and Club Committees.</li> <li>Develop resources and process that assists our clubs to be better managed such as online resources, club visits and capability surveys.</li> <li>Introduce a Nominations Committee at Board level</li> <li>Introduce Youth membership at Board and committee levels.</li> </ul> | <p>Improved culture and well-run clubs.</p> <p>A stream of qualified Board candidates is created ensuring skill levels are maintained.</p> <p>Young people are involved in decision making ensuring Pony Club is more relevant to them.</p> |
| b. More effective Coaching and Officiating                                      | <ul style="list-style-type: none"> <li>Work towards all coaches to be PCA accredited, including recognition for prior learning (RPL)</li> <li>Develop resources and processes that assist our coaches and officials.</li> <li>Provide training opportunities for coaches and officials.</li> <li>Officials' pathways and resources developed to ensure consistency.</li> </ul>  | <p>Coaches and Officials are supported with relevant resources and have a clear pathway to encourage participation, retention, and advancement.</p>   |
| c. Build capacity of our volunteers   | <ul style="list-style-type: none"> <li>Develop a handbook.</li> <li>Create better resources for volunteers.</li> <li>Review Member Protection, disputes and disciplinary process and procedures</li> <li>More support for Zone volunteers.</li> </ul>   | <p>Volunteers aware of their roles</p> <p>Correct procedures are followed</p> <p>A more inclusive and kinder culture developed.</p>   |
| d. Create a culture based on our values   | <ul style="list-style-type: none"> <li>Create materials to back up the values and work with all levels to instil the values.</li> </ul>   | <p>All clubs and individuals working within a more harmonious environment</p> <p>The lives of our horses and ponies are enhanced.</p>   |



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