



PONY CLUB QUEENSLAND

STRATEGIC PLAN

Jan 2017 to Dec 2020



Pony Club Queensland Strategic Plan 2017- 2020
PROUDLY SUPPORTED BY DEPT OF NATIONAL PARKS, SPORT & RACING QLD

OUR ORGANISATION

Pony Club Queensland is a Youth Development & Sporting Organisation, which follows the basic principles of the British Horse Society & international Pony Club movement. Pony Club is a grass roots organisation with an emphasis on inclusiveness, education, safety, self-discipline, respect & family values. It is the ideal training ground for high performance equestrians from all disciplines & it should be noted that almost without exception, our recent Olympic riders have all commenced their equine career in a Pony Club.

OUR MEMBERSHIP

With over 8.000 members, & 220 clubs, located from Mossman in the far North, to Boulia & Barcoo in the West & down to the NSW border, Pony Club is the largest equestrian organisation in Queensland

The Association has remained fairly constant for over 50 years, despite the adverse effects of such factors as Equine Influenza, Alyssavirus & more recently Hendra Virus, as well as the changing attitudes to organised sports & the recreation industry in general

OUR MISSION

To provide, through Pony Club, a positive, safe & inclusive environment for the personal & sporting development of our, respect riders, coaches, volunteers & other members throughout Queensland.

OUR AIMS

To encourage young people to ride & learn to enjoy all kinds of sport connected with horses & riding.

To provide instruction in riding, horsemastership risk management & the proper care & treatment of their animals

To cultivate in our members, strength of character & self-discipline by promoting the highest ideals of sportsmanship, citizenship, loyalty & respect.

OUR STAKEHOLDERS

Our Pony Club Members, both junior & senior; Our Coaches, Officials, Administrators & Other Volunteers, Our Staff; Our Sponsors; Our Local, State & National Bodies; National Parks, Sport & Recreation our funding body: Other relevant Government Departments; Other Sporting & Equine Bodies especially the Riding for the Disabled Association of Qld.

OUR STRENGTHS

- A long-established, financially stable, volunteer based organisation that boasts effective governance, a proven structure & strong lines of communication, through our modern Website, our State Newsletter & our dedicated & experienced Office Staff who work at the heart of our Association. This is reflected in the number of willing, & dedicated State, Zone & Club Administrators as well as our Coaches, Course Designers, Officials, Volunteers & families that support our members from throughout the State

OUR STRENGTHS (contd)

- The skills & knowledge of our State Chief Instructors Panel, a group of horse men & women, who devote innumerable voluntary hours of service to our association, our members, our clubs & zones. Through them the association provides well-organised, year round, state wide, training & competition in a variety of equestrian disciplines; Major State Championships in each of the nine disciplines, rotated annually throughout the State in our three State Events
- Through our ongoing commitment to providing accessible education, training & development for our coaches, officials administrators & other volunteers we are disseminating the knowledge & skills needed to administer our clubs & zones as well manage as safely as possible, through long proven & established practices, the inherent risks incurred when working with horses & children.
- The inclusive environment of our clubs, & our strong commitment to keeping our membership fees affordable for the majority of horse & pony owners often results in multiple generations of families remaining as members. This is evident through the genre of respect, discipline & positive behaviour that is instilled in our riders & that continues to influence them throughout the rest of their lives. As is the proven beneficial effects that interaction with animals as on young people, including those with mental difficulties. History shows us that the relationship between man & horse has ongoing benefits & limitless possibilities
- Our commitment to providing a welcoming & inclusive environment to all wishing to be involved with horses, including, through the Sport Connect System, those with some level of disability. A close working relationship & Memorandum of Understanding with Riding for the Disabled Association of Queensland

PERCEIVED THREATS

- Onerous, workload on often time-poor volunteers combined with increased expectations for services provided, legal & legislative requirements.
- Fear of litigation preventing members taking up positions as Coaches, Officials or Club Committee members.
- The ongoing effects & loss of activities due to Hendra & Alyssavirus & Equine Influenza coupled with the costs & concerns regarding compulsory vaccinations & micro-chipping.
- Continuing affects of extreme weather causing difficulties with grounds & events, as well as the increasing costs such as horse feed, fuel prices. Public Liability & Professional Indemnity insurance inhibiting many families' ability to travel especially in rural areas
- Growing competition for the declining funding & sponsor support especially from the government sector coupled with the onerous costs associated with meeting current legislative requirements
- Critical effect of the loss of key club personnel & the inevitable attrition of trained volunteers as riders move on to Elite or Specialist equine disciplines; which is exasperated by a decline in members willingness or ability to take on volunteer management roles.
- Ever-increasing variety of sports, & equine organisations available to our prospective members coupled with changing attitudes to sport; less interest in structured physical activities & more interest in technological or less structured leisure activities.
- Loss of grounds due to such factors as Council Amalgamations, urban growth economic demands, floods & other issues, resulting in a lack of available or suitable venues as well as Increased competition with other user & rising costs associated with use of grounds & facilities
- The lack of factual data identifying & documenting the benefits of equine based activities & that of other sport & a lack of profile within the community especially in government & corporate sector & the seeming disinterest of media to report our sport & its events

ASSOCIATION STRUCTURE

Executive Committee

President
4 x Vice Presidents
Secretary
Treasurer
Publicity Officer
State Chief Instructor

Management Committee

Delegates
50 from 25 Zones

Sub-Committees:

State Chief Instructor's Panel

Disciplines:

Dressage & Combined Training
Showjumping, Jumping Equitation & ODE
Sporting
Campdraft
Mounted Games

Functions & Fundraising

Life Membership

Policies & Procedures

Planning & Finance

OBJECTIVES OF OUR ASSOCIATION

KEY PERFORMANCE AREA 1

Financial Sustainability

- 1.1. Sound financial management & proactive budgeting to ensure sufficient resources for the current & future needs of the Association
- 1.2. Set member fees to ensure affordability, while still retaining a sufficient level of service to meet association & member requirements
- 1.3. To source, at the best possible price, an annual insurance package that ensures suitable cover for State, Zones, Clubs Volunteers & other Members activities.
- 1.4. A rationalised financial management & reporting process, that aligns with our funding program, the objectives of the Strategic & Operational Plans & reflects the needs of the Association & its members
- 1.5. Satisfactory annual financial Auditors review & report
- 1.6. Satisfactory annual performance review NPSR
- 1.7. Grant Application/s & Acquittal/s
- 1.8. An effective marketing plan that identifies & enlists sponsors, promotes the services of our Association & the benefits we provide to & for our members

KEY PERFORMANCE AREA 2

Grow Participation & Interest in Horse Activities

- 2.1. Positive working relationships with other Riding Groups, especially Riding for the Disabled Association & Equestrian Australia
- 2.2. Broadest possible range of equine sports & disciplines for our members to try & experience
- 2.3. A close working relationship with our National Body & other organisations to promote the benefits of Equine based activities.
- 2.4. Work diligently to retain current membership levels despite rising costs of equestrian activities & competition from other sports.
- 2.5. Recognition of Pony Club as the largest Equestrian Organisation in Qld & of the benefits we bring to our membership, which include, self-discipline, youth development, horse knowledge, horse skills & safety
- 2.6. Promote awareness of the volunteer based nature, youth development & instructional role of Pony Club, as opposed to other professionally orientated & competition based bodies
- 2.7. Encourage new members, from all demographics, by offering opportunities for non members to participate in pony club activities
- 2.8. Support Clubs with the ongoing development of facilities for the benefit of members

KEY PERFORMANCE AREA 3

Facilitate Rider Development

- 3.1. Riders have equal opportunities to compete at all levels of competition including State Events & Interstate, National & International competition.
- 3.2. National Training Syllabus & Rider Efficiency Certificates available to all members
- 3.3. The development of innovative, affordable & appropriate programs to enable a variety of disadvantaged groups to participate in a range of Pony Club activities through the Set Trot & similar programs.
- 3.4. To develop & implement programs & competitions to ensure riders are offered opportunities to participate in a broad range of equine based sports & disciplines
- 3.5. Promote & encourage the inclusion of riders with disabilities through the Sports Connect System
- 3.6. Continued involvement & rider participation in National & International Competitions & events including Pony Club Nationals, Inter-pacific & International Mounted Games

KEY PERFORMANCE AREA 4

Grow & Support the Development of Coaches, Officials & Volunteers

- 4.1. Through the annual State Seminar at Southport, provide standardised training to educators of coaches, judges & officials from Regions & Zones across the State.
- 4.2. Continue to support & subsidise 5 major seminars throughout the State, including three in remote areas, where "train the trainer" schools are conducted
- 4.3. Ensure that coaches, judges, technical officials & other volunteers, in the ten coaching regions of Queensland, receive timely & consistent training through regional seminars & workshops, which will ensure adequate & equal opportunities for quality instruction for all riders, volunteers & other members.
- 4.4. A role with Pony Club Australia in identifying clear developmental pathways for coaches, which include Recognition of Prior Learning, to enable them to become dual accredited in Equestrian Australia, Riding for the Disabled, Pony Club & other National Coaching equestrian syllabi.
- 4.5. Advancement & development opportunities for coaches, officials, administrators & other volunteers from all areas of the State through the provision of equitable, affordable & accessible training & education & accreditations
- 4.6. Promote & participate in the PCA National Volunteer Awards & Recognition Scheme
- 4.7. Continued involvement in National Coaching Workshop/Seminar & the development of National Curriculums & Training Programs for coaches & officials.

KEY PERFORMANCE AREA 5

Raise Awareness/Educate on Risk Management & Horse Welfare

- 5.1. Policies for the protection & well-being of our members & organisation & in accordance with our legal responsibilities formulated & adopted
- 5.2. Involvement in the development of National & State Biosecurity & Horse Welfare Policies
- 5.3. Affordable comprehensive insurance cover, sound risk management & a continued focus on the safety of volunteers, riders & the well being of their animals.
- 5.4. Assist clubs & members to make informed decisions regarding vaccinations & other issues through the unbiased dissemination of reliable information & a relevant education program
- 5.5. A focus on Risk Management, Bio Security & Administration through our National Coaching & Administration Training workshops

KEY PERFORMANCE AREA 6

Adopt Best Practice Governance

- 6.1. Strong & effective governance, that reflects best practice & is fully accountable to both the management committee & our members.
- 6.2. An annual report outlining the achievements of the Association & the Executives role, full financial information & the future goals of the Association
- 6.3. A modern constitution, that meets legal & legislative requirements, is in accordance with the act & is reviewed on a tri-annual basis.
- 6.4. Documented policies & procedures in accordance with our legal & ethical responsibilities formulated & adopted
- 6.5. A comprehensive effective & documented structure with formalised position roles & descriptions for the Office, Staff & Executive, Management & sub-committees.
- 6.6. A three-year Strategic Plan that reflects contemporary viewpoints & address the needs of the Association & its membership reviewed, in conjunction with the operational plan, annually.

KEY PERFORMANCE AREA 7

Development of National & State Databases

- 7.1. Implementation of National/State Data Base to enable efficient & effective recording of Association membership & relevant information
- 7.2. Construction & Development of State Website to enable members easier & more accessible access to information & resources.
- 7.3. Database and Website managed effectively & efficiently for the benefit of members
- 7.4. Accessible & affordable Database training for club & zone volunteers to enable ease of use.

KEY PERFORMANCE AREA 8

ADMINISTRATION

- 8.1. A rationalised financial management & reporting process, that aligns with the objectives of the Strategic & Operational Plans, which in turn reflect the needs of the Association & its members
- 8.2. The provision of needed & appropriate resources for affiliates, coaches, officials, volunteers & other members in a timely manner including the provision of a comprehensive, user friendly & current Club/Zone Administration Handbook to assist with the delivery of activities
- 8.3. Promote Australian Sports Commission Club Development Network & Play By the Rules Website
- 8.4. An efficient Office with timely & accurate reporting, correspondence, expense reimbursement, performance cards, website updates, disseminating accurate information etc
- 8.5. Internal & external communication strategies to respond to policy issues & to catastrophes.
- 8.6. Ensure training is available through the organisation or external agencies for all staff members
- 8.7. A comprehensive calendar of events & competitions is maintained & available to all affiliates, coaches, officials & members through the State Newsletter & the State Website