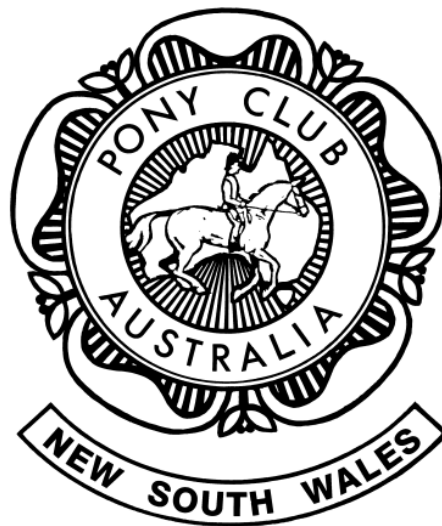


# **THE PONY CLUB ASSOCIATION OF NEW SOUTH WALES INC.**



## **BUSINESS PLAN 2010 - 2013**

## **SIGNATURE PAGE**

The undersigned hereby confirm the business plan has been developed, agreed to and signed off by the following stakeholders of The Pony Club Association of New South Wales Inc.

### **Executive Committee**

<b>Position</b>	<b>Name</b>	<b>Signature</b>
President	Mrs Dianne Cullen	
Vice President	Mr Michael Syme	
Vice President	Dr Frank Kelleher	
Treasurer	Mr Douglas Denby	
Chairman of Chief Instructors	Mrs Jenny Frankum	
ZCI Committee Representative	Mrs Elaine Caswell	
Council Representative	Mrs Maree Clark	
Council Representative	Mrs Margaret Pestell	

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The purpose of this plan is primarily to ensure an ordered and structured approach to the organisation of Pony Club in New South Wales and to provide focus on the future development of the organisation. The plan will be reviewed and, if required, altered each year.

# **SECTION 1**

## **INTRODUCTION TO PONY CLUB**

Pony Club is a recognised youth movement for those interested in horses, ponies and riding and is the largest association of riders in the world. The word "pony" remains in the title as a historical reference only and has no bearing on the size of the horses ridden by members. The movement was established to encourage horsemanship and horsemastership amongst its members and to provide appropriate coaching and competition.

In NSW, Pony Club is a voluntary youth organisation which promotes the physical, mental and spiritual development of young people, encouraging in them an awareness of responsibility, sportsmanship, and citizenship and assists them in gaining knowledge and becoming proficient in their chosen sport.

Pony Club differs from other youth movements because the horse is used as the centre of interest around which to cultivate strength of character, self-discipline and concern for others while enjoying and participating in equestrian sports.

The Pony Club movement came into being in England in 1929 to encourage members in their riding and is now represented in no less than 25 countries. Pony Club is a completely autonomous sport giving excellent grounding and competition opportunities in all phases of horse sports. Coaching methods and the examination structure for certificates are based on a curriculum designed by the Pony Club of England which is used in all member countries.

In Australia, each State/Territory has its own Association which is affiliated with the national body, the Pony Club Australia (PCA), and The Pony Club, England.

The first Pony Club in NSW was formed around 1946. New South Wales is the largest Association in Australia with over 15,500 members, in 27 Zones comprising 274 affiliated Clubs.

Children and young adults to the age of 25 have the opportunity to learn the skills of riding and general horsemanship and compete at State, National and International events. It is one of the few sports where males and females compete on equal terms.

Pony Club is recognised as the kindergarten for future Olympians. This was evidenced in 1992, 1996, 2000 and 2008 when the successful Australian Eventing team comprised former Pony Club members.

The growth in popularity of Pony Club in NSW is attributed to:

- A coaching system provided free of charge by Zones and Clubs to participants.
- The availability of a State Coaching Co-ordinator and State Coaches who visit Zones annually to provide free schools to local instructors.
- Coaching and competitive opportunities provided in the widest possible number of equestrian sports, i.e. State Championships in Eventing, Dressage, Showjumping, Jumping Equitation, Campdrafting, Sporting, Show Riding, Polocrosse and Mounted Games.
- Instruction and competition at Zone or Club level is held in these and other disciplines such as tent pegging, vaulting, polo, Tetrathalon, and Gymkhana.
- The availability of a nationally recognised curriculum of standard testing and coaching.
- The attainment of the Efficiency certificates which are recognised worldwide as qualifications for positions in the horse industry.
- Females and males being encouraged to compete together on an equal basis, the only modifications of rules being for the younger age groups or those of a lesser standard.
- The writing, publishing and availability of suitable reference material and other Club requisites by the maintenance of a mail order service by the Pony Club office.
- The maintenance of an efficient central administration overseeing the mailing of Council Minutes, circulars to all Clubs and Zones and the State Newsletters.
- The provision of comprehensive insurance cover including public/products liability, personal liability (members), professional indemnity, directors and officers Liability and Company reimbursement and personal accident (members and voluntary workers).
- Sponsorship, both Governmental and private, which helps keep individual membership fees to a minimum so affordable to the average family.
- It can be either an individual or team sport and encourages family involvement.
- Riding can be highly competitive in the elite sportsman arena with high profile recognition or in the relaxed non-competitive area suitable to the youngest member or the very oldest. An example of this is controlled trail riding. Team competition plays an important role.

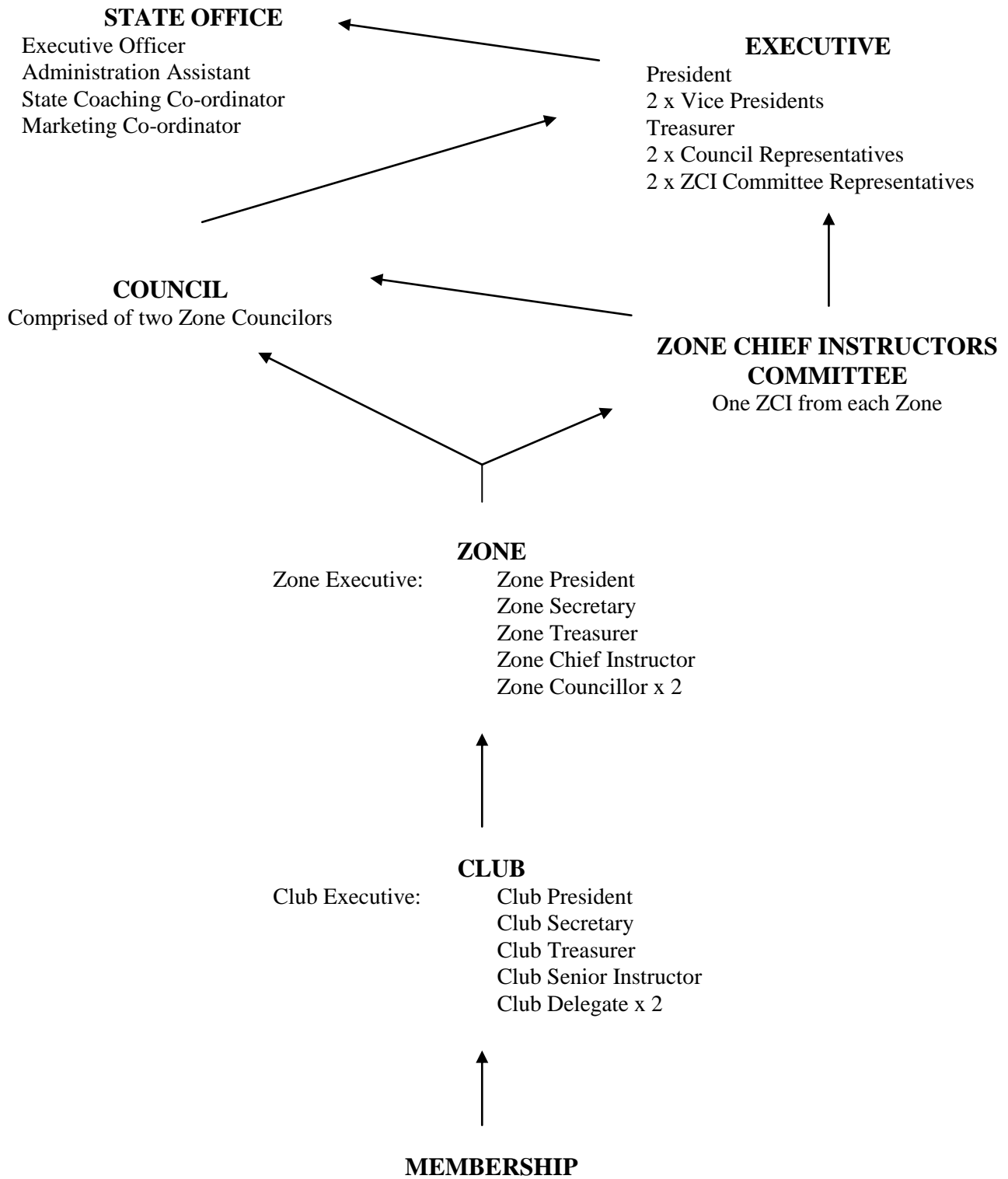
## **SECTION 2**

### **MISSION STATEMENT AND ORGANISATIONAL CHART**

- The Pony Club Association of New South Wales is the controlling body for Pony Clubs in New South Wales where young people can ride and learn all disciplines of equestrian sports.
- The Association co-ordinates, develops and promotes Pony Club in New South Wales.
- The Association is committed to providing a high standard of instruction for its members.
- The Association aims to instruct all juniors to at least "C" Certificate standard. Those who wish to progress further are encouraged with further instruction, facilities and competition.
- It is the intention of this body to represent its Clubs' interests to the State Government, Pony Club Australia and other Equestrian and affiliated bodies.

**ORGANISATIONAL CHART**

**THE PONY CLUB ASSOCIATION OF NEW SOUTH WALES INC**



## **SECTION 3**

### **ORGANISATIONAL GOALS**

- To encourage the formation of amateur Pony Clubs and to regulate the general line of instruction in horsemanship and horsemastership.
- To encourage young people to ride and learn to enjoy all kinds of sport connected with horses and riding. To provide proper instruction on riding and horsemanship and to instil in members the proper care and welfare of their animals. To promote the highest ideals of sportsmanship, citizenship and loyalty, thereby cultivating strength of character and self-discipline.
- To print, produce and distribute literature, pamphlets and general information relating to riding and horsemanship.
- To encourage and promote contests with horses.
- To maximise the enjoyment of Pony Club to all those taking part.
- To promote opportunities for members to be involved in State, Interstate, National and International competition, thereby increasing their experience, skills and proficiency.
- To identify and work towards the standardisation of Pony Club coaching programs for young people throughout the State keeping in mind that the instructors are volunteers. To monitor such programs to ensure the enjoyment of the participants. To avoid unsafe and dangerous practices.
- To encourage all members, irrespective of nationality, religious beliefs or economic background, to learn and develop equestrian sporting skills through the continuance of an instructing system which is offered by Pony Club instructors without charge to all Pony Club members.
- To affiliate with the Pony Club Australia and Pony Club Associations in other countries.

The Goals, Objectives and Strategies of the Key Performance Areas for the 2010 – 2013 period are as follows:

- ➔ Administration
- ➔ Athlete Development and Participation
- ➔ Coaching Development
- ➔ Communication, Marketing and Promotion
- ➔ Championships / Major Events



## **SECTION 4**

### **REVIEW OF PAST YEAR (2012)**

2012 was a successful year with the formation of two new Clubs – Wingen in Zone 7 and Sussex Inlet in Zone 28.

Some achievements for the year were:

1. NCAS Train the Coach Schools (Prelim) - The State Coaching Co-ordinator, along with other State Presenters, conducted twelve NCAS Schools during the year throughout the State. With the adoption of the NCAS Pony Club Program from 1 January 2009, the Association currently has approximately 224 Members who have completed NCAS Preliminary Assessment and 13 members who have completed NCAS Level 1 Assessment.

Specials Schools were once again held in 2012 these included Equitation Judges School held in Leeton, Showjumping Judges clinics in Tamworth and Parkes, Dressage Judges clinic in Griffith, a Mentor school in Forest Hills as well as Administration Schools In Camden, Kempsey, West Wyalong and Dubbo.

NCAS Assessments were held in Moree, Lake Albert, Canberra, Kurrajong, Holbrook, Jerrara, Forest Hills and Glenorie as well as a Level 1 Assessment at Canberra and Forest Hills. These Schools are for Pony Club Instructors of all levels and aim to improve the instructor's knowledge and maintain consistency in teaching methods throughout the state.

2. In 2012 three Senior Regional Schools have been held around the State in the disciplines of Dressage, Showjumping, Eventing and Jumping Equitation. These Senior Regional Schools were conducted by Level 3 NCAS Coaches in the Olympic disciplines and approved Instructors in other disciplines. Senior Regional Schools are for riders of above average ability in their particular discipline.
3. Junior Regional Schools were introduced in 2003 to allow riders too young or not meeting the eligibility criteria for Senior Regional Schools. In 2012 eleven Junior Regional Schools were held which were conducted by the Associations State Coaches and approved Instructors in other disciplines in Mendooran, Leeton, The Oaks, Jerrara, Gravesend, Nana Glen, Bungendore, Goulburn, Tamworth, Young, North Star, Mudgee, Gulgong, Worrigea, Griffith, Young, Narooma, Albury, Dubbo, Canberra, Adaminiby, Culcairn, West Wyalong, Condobolin and Trundle.
4. Zones have run additional instructors schools as well as Certificate schools for members.
5. State Championships conducted during 2012 were:

Dressage	January 2012	Orange	202 competitors
Sporting	April 2012	Trangie	226 competitors
Campdrafting	April 2012	Trangie	108 competitors
Jumping Equitation	May 2012	Camden	210 competitors
Showjumping	July 2012	Nyngan	130 competitors

Polocrosse	July 2012	Camden	155 competitors
Mounted Games	September 2012	Bungendore	140 competitors
One Day Event	October 2012	Thurgoona	91 competitors
Show Riding	December 2012	Camden	250 Competitors

All disciplines were keenly contested with some outstanding results. Competitors travelled from all areas of the State. Each State Championship was hosted by a Zone. Most events had competitors from Queensland and Victoria.

6. The Association held its nineteenth Annual State Camp in January 2012 with sixty of the top riders from NSW in the four disciplines of Dressage, Showjumping, Eventing and Mounted Games receiving instruction from top Instructors (NCAS Level III for the Olympic Disciplines). The camp was considered by those attending to be a highlight of their Pony Club activities.
7. New South Wales had representatives at the following Queensland State Championships - Showjumping, Jumping Equitation, Dressage, Sporting, Campdrafting and Gymkhana. New South Wales members acquitted themselves in a very creditable manner in all disciplines, winning a number of awards and Champions.
8. Pony Club riders from around the State competed in various events at the 2012 Sydney Royal Easter Show at Sydney Showground, Homebush Bay.
9. Pony Club riders from around the State competed in the Prince Philip Mounted Games held in Glenelg, South Australia and successfully represented and hosted the International Mounted Games Tour and Exchange.
10. Four newsletters were distributed electronically to members in March, July, September and December. These were well received by members and greatly helped to distribute information and keep all members informed. This is one of the major means of communication in the organisation. Email was also used to update and advise members of upcoming events and any changes to events and schedules.
11. Regular news packages were distributed to all Clubs and Zones every 6-8 weeks, including such information as agendas and minutes of meetings, schedules for State Championships, application forms for schools and competitions, upcoming dates, rule changes, and any other important information that needs to be disseminated.
12. Continued programs by Zones and Clubs were held in coaching and examining various levels of proficiency certificates, conduct of Camps, regular Rally meetings, pleasure excursions, etc.
13. State Meetings - Executive, Zone Chief Instructors and Council meetings were held in March, July and November with a further Executive meeting held in September. Representatives from around the state travelled to Sydney to participate. Major policy and rules of the Association are formed at these meetings.
14. National Meetings - The Association sent representatives to both the meetings of Pony Club Australia where decisions are made and policy formed (April & November).
15. The Associations website provides general information on all aspects of Pony Club including what Pony Club does, aims and objectives, history of Pony Club, services provided, contacts listing of all Clubs and Zones, State newsletter, Championship Schedules and results of events, Calendar of Events for State, Zone and Clubs as well

as Schools application forms. The introduction of MyClub in 2004, an online database, has been successful with increasing numbers of clubs utilising the feature particularly in joining or renewing members each year and to advertise their club events.

16. All insurance policies, Public Liability, Professional Indemnity, Volunteers, Directors and Officers Liability and Personal Accident were re-negotiated and maintained.
17. Any Clubs and Zones who are not yet incorporated have been encouraged to incorporate under the Associations Incorporation Act 2009 (NSW) and kits are available for the Association office for such purpose.
18. All general duties were performed by the office staff including membership affiliations, merchandise orders, issue of Instructors Certificates, member transfers, office bearers, general accounts, phone enquiries etc.
19. MyWebsite was introduced in late 2005 allowing clubs and zones to host their own website. Many clubs and zones have taken up the opportunity and extended this to involve junior members in maintaining their websites.
20. A number of new policies were introduced in 2012 including a Photography Policy and Social Media Policy. The Associations Risk Management Policy was also updated to reflect the new Work Health and Safety Act and the Associations responsibilities.

A number of forms have been developed to help Clubs and Zones easily comply with the new WHS requirements including a Safety Officers checklist which along with our Horse Welfare policy was a Gold Medal winner at the NSW Sports Safety Awards in 2012.

## **SECTION 5**

### **THREE YEAR DEVELOPMENT PLAN 2010 - 2013**

#### **Glossary of key terms and definitions in this BUSINESS PLAN are:**

AA	- Administration Assistant
ABCRA	- Australian Bushmen's Campdraft and Rodeo Association
AGM	- Annual General Meeting
CSI	- Club Senior Instructor
EO	- Executive Officer
EA	- Equestrian Australia
FEI	- Federation Equestre Internationale (International Equestrian Federation)
MC	- Marketing Co-ordinator
NCAS	- National Coaching Accreditation Scheme
ODE	- One Day Event
PC	- Pony Club
PCA	- Pony Club Australia
RAS	- Royal Agricultural Society of NSW
RTA	- Roads and Traffic Authority
SCC	- State Coaching Co-ordinator
ZCI	- Zone Chief Instructor

## **SECTION 7**

### **CONCLUSIONS DRAWN FROM PLAN**

This development plan demonstrates the growth of the Pony Club Association of New South Wales Incorporated and the range of varied activities, competitions and training programs available to members.

Continued assistance granted by the NSW Department of Tourism, Sport and Recreation has promoted and sustained the development of an upward curve of activities, administration and the coaching curriculum and has promoted future long term planning and expansion fostering the dedication and commitment of committees at Club, Zone and State levels.

Many goals have been set and attained in previous years. This Association is forever mindful of advances in equestrian teaching methods on both the International and National front. Emphasis is also placed on the needs of the present day youth and where or if our methods need to be updated or altered to keep the interest and enthusiasm in Clubs, fully realising that some change is inevitable.

Emphasis in the coaching field has been placed on the standardisation of instruction throughout the State, with the conduct of State clinics for Instructors and further evidenced by the adoption of the NCAS Pony Club Program. The input from volunteers and Executive at Club and Zone level is high, allowing for forward planning at the Club, Zone and State level.

Athlete development is forging ahead, with the implementation of the Junior Regional Schools and the opportunity to attend State Camp.

Regular mail-outs of information to club and zone officials enable information to be available not only in soft copy via the Association website but also hardcopy for those without internet access. The Association newsletter distributed electronically four times a year to members in addition to "PonE News" promote additional means with which the Association communicates with its members. This newsletter informs members of happenings within the Association and the wider Equestrian world, PonE News acts a 'housekeeping' update in short format.

Visitation rates to the Association's web site have increased substantially since an overhaul during 2004. MyClub, an online database developed by Bellevue IT was introduced which allows clubs to complete affiliations online together with other useful functions to assist the clubs in its operation including asset management, club invoicing and SMS functions to send mass messages to members. MyWebsite is the next step that will allow clubs and zones to build and maintain their own website through the Associations website thereby increasing their presence in the equestrian community. The website has been further enhanced with a calendar section providing the opportunity for clubs and zones to advertise their events, regular news items added to keep the content fresh and appealing. A Classifieds section has been established to give members the opportunity to buy and sell horses and equipment at no cost.



# The Pony Club Association of New South Wales Inc.

## BUSINESS PLAN 2010 - 2013

### Goals, Objectives and Strategies

KEY PERFORMANCE AREA: ADMINISTRATION - MANAGEMENT

**Goal:** - To provide effective and efficient administration of the State Association.

**Objective:** - To improve administration and management practices of paid personnel, volunteers and committees of The Pony Club Association of NSW.  
 - To maintain a State Executive Committee responsible for overseeing the major policy within the Association.  
 - To employ paid staff responsible for office management and all administration duties.

#### ACTION PLAN

STRATEGIES	RESPONSIBLE	TIME LINE	COST	OTHER RESOURCE	PERFORMANCE OUTCOME	COMMENT
1. Personal/Staff - maintain employment of the Executive Officer, Administration Assistant, Marketing Coordinator and State Coaching Coordinator.	Executive Officer Executive Committee	Ongoing, with performance review in March 2011.	\$124,260 p.a. for salaries for Executive Officer, Marketing Co-ordinator and Administration Assistant.	Nil	A central and efficient office is run, administering the whole Association and providing service to all members.	
2. Executive Committee – maintain an Executive Committee of eight members to oversee general policy and management decisions.	Council	EC elected annually in March.	\$20,000 p.a. honoraria for President, Treasurer and Chairman ZCI Committee	Nil	General administration of the whole Association is overseen by members chosen by Council.	
3. Council Committee – maintain a committee of 56 Councillors, 2 from each of the 28 Zones. This Committee makes policy and rules and ensures that all Zones are represented at State level.	Zones	Council elected annually in March.	Nil	Clubs	Ensures that each Zone is represented in terms of policy and decision making.	
4. Zone Chief Instructors Committee – maintain a committee of 28 ZCI's, one from each Zone, to oversee instructional policies and rules.	Zones	ZCI Committee elected annually in March.	Nil	Clubs	Ensures that each Zone is represented in term of instructional issues and rules.	
5. Meetings - hold meetings of the Zone Chief Instructors, Advisory Committees and Council three times a year, State Executive three times and as required. This involves sending agendas, distributing minutes etc.	Executive Officer Executive Committee Zone Chief Instructors Advisory Committees Council members	Ongoing, meetings held every March, July and November	\$10,000 p.a.	Nil	Policy is formed and rules are made for the Association.	

6. Seminars - hold a bi-annual two day ZCI Seminar for all Zone Chief Instructors.	Executive Officer State Coaching Co-ordinator Chairman of ZCI Committee	ZCI Seminar to be held in August 2013.	See section 2 – Coaching Development	Administration Assistant	Instruction and administration is improved and standardised at all levels.	
7. Administration Schools - hold Administration Schools annually as requested by Zones.	Executive Officer Executive Committee	annually or as requested	\$1,700 per school	Clubs and Zones	Administration is improved at Club and Zone level.	
8. Association Rules – keep members informed of rule changes, update handbook when necessary.	Executive Officer	Rule changes to be sent in regular news packages. Handbook amendments to be printed every four years.	\$10,000 per handbook update, every four years.	Associations website	An up-to-date rulebook is available for members. Members are kept up to date with rules of the Association to ensure maximum safety and equity. Also available online via the PCA website.	
9. Outside Rules - keep abreast of any changes in EA, FEI, ABCRA or other relevant rules.	Executive Officer Executive Committee Advisory Committees	Ongoing	Part of salaries cost (above)	ZCI's, Council	Pony Club rules are consistent with outside rules.	
10. Stock - monitor stock levels, order stock, prepare and distribute amendments for the Handbook.	Executive Officer	Ongoing	Part of salaries cost (above)	Administration Assistant	Publications/cards/merchandise etc. is available for all Clubs to assist in their administration.	
11. Computers – monitor hardware and software and upgrade if necessary. Upgrade of computer hardware and software in 2012	Executive Officer	Ongoing	\$3,000 p.a.  \$27,000	Bellevue IT  Rodin IT	Improves efficiency of the office.	
12. Database – maintain database to ensure records are current. Clubs and Zones have access via web and can complete affiliations online. Investigation of National Database system in progress in conjunction with PCA and all other member states	Executive Officer	Ongoing	\$6,600 annually for MyClub online database via website	Administration Assistant  Executive Officers of all states	An up-to-date register of is maintained.	
13. Office Premises – repairs, maintenance, body corporate fees, services and rates.	Executive Committee	Ongoing.	\$6,000 p.a.	Executive Officer		
14. Championships/Competitions - organise the	Executive Officer ,	Ongoing - nine State	See section 4 - Major	Administration	More efficient and better	



administration of seven State Championships, including entries, judges, officials, accommodation, ribbons, trophies, draws, score sheets, schedules and programs etc. Organise Inter-State, National and International Championships. Monitor entries for Sydney Royal Easter Show.	Marketing Co-ordinator	Champs held per year at the same time of year	Events	Assistant, Executive Committee, Zones, other States, APCC, RAS, Advisory Committee	organised Championships will result from being administered by the central body.	
15. Schools - organise Instructors Schools, Regional Schools and Specialist Schools throughout the State.	State Coaching Co-ordinator Executive Officer	Ongoing	see section 2 – Coaching Development	Zones, State Coaches, NCAS Level III Instructors	Better allocation and organisation of schools, allowing all Instructors and riders to benefit from top instruction.	
16. State Camp - organise the Annual State Camp where sixty of the elite athletes in the state come together for a week of high level instruction.	Executive Officer	Annually, held every January	See section 3 - Athlete Development	Executive Committee, Administration Assistant	Elite athletes have the opportunity to benefit from top instruction.	
17. Instructors (old program) - prepare Instructors Certificates renewals, enter into computer and distribute to ZCI's.  Coaches – upload new NCAS coaches to ASC database	Executive Officer  State Coaching Co-ordinator	Renewal of all certificates due for renewal for the period 1/7/10-30/6/13.  Ongoing	part of salaries cost (above)  part of salaries cost (above)	Administration Assistant  Executive Officer	A central system of accrediting instructors is maintained.  A central system of accrediting instructors is maintained.	Instructors in the old PC program can retain their certificate provided they continue to complete renewal requirements.
18. General - administration of accounts payable and accounts receivable, general typing, filing, photocopying, mail, wages, superannuation, tax, workers compensation e	Executive Officer	Ongoing	part of salaries cost (above)	Administration Assistant, Treasurer	Efficient and effective administration of the Association as a whole.	
19. PCA - delegates to attend two meetings per year	State President Chairman, ZCI Committee or as elected	Twice yearly - April and November	\$4,000 p.a.	Nil	NSW has an opportunity to participate in national policy and national competition.	PCA administration international competition and travel
20. PCA – National Secretaries Conference held bi-annually	Executive Officer	Ad hoc	\$700	Nil	Opportunity for discussion on office management, policies, standardisation of procedures.	

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**KEY PERFORMANCE AREA: ADMINISTRATION - COMMUNICATIONS**

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**Goal:** - To improve communication at all levels of the Association.

**Objective:** - To disseminate information to members as soon as it is available.

- To ensure that all members are informed of all dates for schools, competitions, seminars etc.

- To ensure that all members are informed of rule changes, policy etc.

- To ensure that all members are able to take full advantage of all services offered by the Association.

**ACTION PLAN**

<b>STRATEGIES</b>	<b>RESPONSIBLE</b>	<b>TIME LINE</b>	<b>COST</b>	<b>OTHER RESOURCE</b>	<b>PERFORMANCE OUTCOME</b>	<b>COMMENT</b>
1. Newsletter - prepare Association Newsletter and increase circulation amongst members.	Marketing Co-ordinator	4 newsletters per year, in March, June, September & December.	Part of salaries cost above	Executive Officer	Increased communications at all levels of Pony Club.	
2. News Packages - maintain mail outs of information to all Clubs and Zones on a regular basis.	Executive Officer	Ongoing, usually every 6-8 weeks	\$15,000 p.a.	Administration Assistant	Clubs and Zones are informed of all relevant information.	
3. Internet – maintain and update Pony Club web-site. This also involves upgrading computer hardware and software.	Bellevue IT, Executive Officer, Marketing Co-ordinator	Web site to be updated on a regular basis. Introduce MyWebsite for clubs & zones.	\$3,000 p.a.	Executive Committee,	All relevant information is disseminated quickly and efficiently.	
4. Publications – Riding, Bit Dictionary, Club Resource Manuals	Executive Officer, Marketing Coordinator, State Coaching Co-ordinator, Chairman, ZCI Committee	As necessary dependent upon stock available	See section 2 – Coaching Development	Executive Committee	A current manual available to standardise knowledge and instruction.	
5. Pon E News – email distributed bi-monthly to members	Marketing Co-ordinator	Bi-monthly between newsletter	Part of salaries cost above.	Executive Officer	Additional line of communication to members between the newsletters.	

**Goal:** - For the Pony Club Association of NSW to be a financially stable and viable organisation.

**Objectives:** - To become financially self-sufficient of government funding support.

- To keep Pony Club activities free of charge or very low cost to all members.

- To obtain an annual operating surplus, part of which can be invested to fulfil the goals of the Association.

- To ensure that all financial management systems and policies and procedures are best practice.

**ACTION PLAN**

STRATEGIES	RESPONSIBLE	TIME LINE	COST	OTHER RESOURCE	PERFORMANCE OUTCOME	COMMENT
1. Financial - prepare Financial Reports and Annual Statement for each meeting as well as for the year end (AGM) including BAS/GST reporting requirements.	Executive Officer State Treasurer	End of Mar, June, Sep and Dec every year	part of honorarium and salaries (above)	Executive Committee	Timely and accurate financial reports are available to all members.	
2. Auditors – employ Auditors as approved by Council and have them audit all accounts as necessary.	Council Treasurer Executive Officer	Accounts to be audited as required.	\$6,500 p.a.	Executive Committee	Ensures true and accurate financial records.	
3. Grants - prepare the Application for Assistance from the Dept. Sport and Recreation and monitor the Three Year Development Plan.	Executive Officer	Yearly	part of salaries cost (above)	Executive Committee	Grants will improve administration, athlete development, coaching, events etc.	
4. Participation and Facility Program - administration of the Participation and Facility Program as sponsored by the NSW Communities Sport and Recreation.	Executive Officer	Intakes twice yearly – January, August	part of salaries cost (above)	Nil	Allows Country Athletes to participate in events, training etc.	
5. Coaches & Officials - administration of the Sports Development Program as sponsored by the NSW Communities Sport and Recreation.	Executive Officer	Intakes once yearly – end of Dec.	part of salaries cost (above)	Nil	Assists Country Coaches & Officials to further their knowledge and gain accreditation.	
6. Insurance - monitor policies; keep rates competitive, process claims, pay premiums promptly.	Executive Officer Executive Committee	on going	part of salaries cost (above) Insurance costs approx. \$220,000 p.a.	Insurance broker.	All members are covered by adequate insurance.	

**KEY PERFORMANCE AREA: ADMINISTRATION – MARKETING (SPONSORSHIP AND PROMOTIONS)**

**Goal:** - To promote Pony Club to the public, media etc. in order to increase membership.

**Objectives:** - Develop new Pony Clubs throughout the State.

- Increase media coverage of events.

- Seek sponsorship for all levels of events.

**ACTION PLAN**

STRATEGIES	RESPONSIBLE	TIME LINE	COST	OTHER RESOURCE	PERFORMANCE OUTCOME	COMMENT
1. Formation of new Pony Clubs – encourage the formation of new Pony Clubs throughout the State.	Zones Executive Officer Marketing Coordinator	New Pony Clubs are formed as required.	Nil.	Council Executive Committee	Increase membership of the Association, more access to Clubs for members.	
2. Sponsorship - seek sponsorship from corporations and other parties for the running of the Association.	Executive Officer Marketing Co-ordinator Executive Committee	Ongoing	Part of salaries cost (above)	Council	Improved administration, more schools, events etc.	
3. Promotional Brochure – review and maintain brochure giving information about Pony Club. This is sent out to interested parties, displayed in saddleries or feed stores, given out at horse related events etc.	Marketing Coordinator	Ongoing.	Part of salaries cost (above)	Executive Committee	Greater knowledge of Pony Club for uninformed persons, more exposure of material to the community.	
4. Public Relations - answer enquires, distributes information, and is of assistance to Clubs and Zones, assist in forming new Pony Clubs, and promote our association to the public.	Executive Officer Marketing Coordinator	Ongoing	Part of salaries cost (above)	Administration Assistant, Executive Members	Increased awareness of Pony Club among the public, increased membership.	
5. Media Coverage – increase coverage of Club, Zone and State events by all forms of media.	Marketing Coordinator, Executive Officer Executive Committee Council	Ongoing	Part of salaries cost (above)	Clubs Zones	Higher profile and awareness of Pony Club among the general community.	
6. Update and maintain Code of Conduct – provide information for members and prospective members on their rights and responsibilities. Provide Club, Zones on information in regard to legislation changes which affect this code.	Marketing Coordinator, Executive Officer Executive Committee Council	On going	Part of salaries cost (above)	Clubs Zones NSW Sports Federation NSW Communities S&R	Increase awareness of rights and responsibilities of volunteers and members	

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**KEY PERFORMANCE AREA: COACHING DEVELOPMENT**


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- Goal:** - To develop, implement and maintain effective instruction at all levels of Pony Club with teaching methods consistent throughout the State.
- Objectives:**
- To identify and work towards the standardisation of Pony Club coaching programs for young people throughout the State keeping in mind that the instructors are volunteers.
  - To monitor such programs to ensure not only the learning but also the enjoyment of the participants.
  - To avoid unsafe and dangerous practices.
  - To ensure that members are taught the correct methods of horsemanship and horsemastership.

**ACTION PLAN**

STRATEGIES	RESPONSIBLE	TIME LINE	COST	OTHER RESOURCE	PERFORMANCE OUTCOME	COMMENT
1. Administration - via the State Coaching Co-ordinator who oversees the coaching system throughout the State. Includes office hours and conducting schools.	State Coaching Co-ordinator (SCC)	Ongoing	\$9,000 p.a.	Executive Officer	A centrally administered and efficient coaching program will result, improving the overall standard of instruction.	
2. "Riding" manual - this publication provides the theory behind all Pony Club instruction in NSW.	Chairman, ZCI Committee SCC & EO	Ongoing	\$30,000	Vets, farriers, etc.	A current manual will be available to standardise instruction and knowledge.	
3. Instructors Video – continue selling the "Probationary Instructors Video" and "The Next Step - Level 1 Instructors".	State Coaching Co-ordinator State Coaches	Ongoing	\$15,000	Warrego Productions	Ensures standardisation of instruction. Provides assistance to instructors.	
4. NCAS - keep abreast of developments.	Chairman, ZCI Committee, SCC & EO	Ongoing	part of salary cost (above)	Executive Committee	Ensure that we have the best accreditation method for instructors.	
5. Instructor's Certificates – review renewal procedures in old system. Maintain accreditation records in NCAS system.	SCC Chairman of ZCI Committee	Ongoing	part of salary cost (above)	Executive Officer	Ensures standardisation of instructors.	
6. Instructors Schools - via the State Coaching Co-ordinator and State Coaches, attend each Zone at least once per year to give a school.	State Coaching Co-ordinator	Conduct at least fifteen schools each year.	\$25,500 p.a.	EO, ZCI's, State Coaches, First Aid Experts, Chairman of ZCI Committee	Improves & standardises level of instruction. Instructors from all areas have an opportunity to attend	

					schools.	
7. Specialist Schools – hold special discipline specific instructors schools as requested by Zones (such as Dressage, Showjumping, Eventing, Course Building, Judging, Administration) in different areas of the State.  Conduct accreditation examinations as appropriate	State Coaching Co-ordinator Executive Officer Chairman, ZCI Committee	Hold at least three special schools each year.	\$4,000 p.a.	Zones	Instructors will benefit from discipline specific instruction from top coaches.  Availability of PC accredited officials for competitions.	
8. Zone Chief Instructor's Seminar - held bi-annually on designated weekend in August. Administer program, discuss rules and policy, organise accommodation etc.	Chairman, ZCI Committee Executive Officer	Bi-annually - to be held in August 2012	\$4,000 every two years	ZCI's	All ZCI's come together to exchange ideas, discuss policy and make recommendations.	

**KEY PERFORMANCE AREA:****ATHLETE DEVELOPMENT**

- Goal:** - To provide the opportunity for all levels of riders to benefit from instruction and improve their horsemanship and horsemastership.
- Objective:** - To encourage young people to ride and learn to enjoy all kinds of sport connected with horses and riding.  
 - To provide proper instruction on riding and horsemanship and to instil in members the proper care and welfare of their animals.  
 - To promote the highest ideals of sportsmanship, citizenship and loyalty, thereby cultivating strength of character and self discipline.

**ACTION PLAN**

STRATEGIES	RESPONSIBLE	TIME LINE	COST	OTHER RESOURCE	PERFORMANCE OUTCOME	COMMENT
1. Senior Regional Schools - to conduct schools in every region for the benefit of the more advanced riders in each discipline. Schools to be conducted in Zones with neighbouring Zones invited to attend. Schools to be held in Dressage, Showjumping, Eventing (by Level 3 NCAS Instructors), and Campdrafting and Jumping Equitation (by approved Instructors). Club Instructors are encouraged to attend as observers.	State Coaching Co-ordinator	Conduct at least eight schools each year.	\$18,200 p.a.	Executive Officer, NCAS Level 3 Instructors	Advanced athletes will benefit from levels of instruction over and above that available at Pony Club. Athletes from all areas will have access to schools. Club Instructors will benefit by example.	It is the aim to increase these schools to 14 schools per year.
2. Junior Regional Schools – to conduct schools across the state for developing riders from 10 years of age. Schools are conducted in Zones by the State Coaches in the disciplines of Dressage, Jumping Equitation, Showjumping, Eventing and Mounted Games. Club Instructors are encouraged to attend as observers.	State Coaching Co-ordinator	Conduct at least twelve schools each year.	\$42,000 p.a.	Executive Officer, NCAS Level 3 Instructors	Advanced athletes will benefit from levels of instruction over and above that available at Pony Club. Athletes from all areas will have access to schools. Club Instructors will benefit by example.	It is the aim to conduct at least one school in each Zone per year.
2. State Camp - to conduct a six day camp each year for the top fifteen riders in each of the disciplines of Dressage, Showjumping, Eventing and Mounted Games.	Executive Officer Executive Committee	Annually in January	\$60,000 p.a.	NCAS Level 3 Instructors	Elite athletes will benefit from the highest level of instruction.	
3. Certificate Schools - To be conducted by Clubs (for D, D*, C and C*) Zones (for B) and at State level for the A Certificate.	Chairman, ZCI Committee Executive Officer	Ongoing, with A Exams conducted every Feb		Clubs and Zones	Improved knowledge and horsemanship among members at all levels.	Certificates are standardised at international level.

4. Zone/Club Schools - Zones and Clubs to run their own schools with encouragement from the State body.	Zones and Clubs	on going		State Coaching Co-ordinator, Executive Officer, Chairman, ZCI Committee	Riders at all levels will benefit from instruction from accredited Pony Club Instructors.	Include normal rally days.
5. Training days and camps - at State level these may be held for State Teams travelling to national championships.	State Co-ordinator of that discipline	as required		Executive Officer	Improvements in the riders competing at this high level so as to become more competitive.	More commonly held for Mounted Games.
6. General – schools for Instructors are to be conducted in all disciplines (see Instructor Development below). Accommodation and travelling needs to be organised and payment of fees.	State Coaching Co-ordinator	on going	See Section 2 above	Executive Officer	Improvements in the levels of instruction which is passed on to the children.	



**KEY PERFORMANCE AREA: CHAMPIONSHIPS / MAJOR EVENTS**

- Goal:** - To provide competition in all disciplines and at all levels of Pony Club.
- Objectives:** - To provide a means of putting into practice everything that is learnt at Pony Club.  
 - To promote sportsmanship and provide a fun and safe way for young people to compete against each other.  
 - To provide various levels for different abilities so that each level of rider competes fairly against others of the same or similar standard.  
 - To provide an incentive to strive to higher levels of competition e.g. from Club to Zone to State to National to International

**ACTION PLAN**

STRATEGIES	RESPONSIBLE	TIME LINE	COST	OTHER RESOURCE	PERFORMANCE OUTCOME	COMMENT
1. Club and Zone - monitor competitions held at this level.	Clubs and Zones	Ongoing		State office	Competitions are provided for all levels of riders.	
2. State Championships - held in the following disciplines: * Dressage (January) * Sporting (April) * Campdrafting (April) * Jumping Equitation (May) * Showjumping (July) * Polocrosse (July) * Mounted Games (October) * One Day Event (October) * Show Riding (December)	Executive Officer	Ongoing: each Championship to be held once per year at set times	Small net profit is usually made	Executive Committee, Administration Assistant	Competitions are provided for State level athletes. Provides an incentive to improve riding ability so as to compete at this level.	
3. Inter-State Championships - NSW competitors compete regularly in QLD and VIC State Championships.	Executive Officer	Ongoing		Other States	Competitors have the opportunity to compete for their State.	
4. National Championships - the only national events to be held every year are the National Prince Phillip Mounted Games, NSW will send a team of five riders with a coach to this events every year. A Senior Mounted Games is now held every other year in conjunction with the Nationals. These events are hosted by member states as nominated.	Executive Officer Executive Committee	Mounted Games – yearly  Other disciplines - usually every two years.	\$4,000 p.a. in “off years”.	PCA Other States	Provides competitions at National Level for each discipline. Gives athletes the opportunity to represent their country and gain experience at this level.  Hosting these promotes	

					Pony Club NSW to the wider community.	
5. International Mounted Games – held every year and NSW can have a maximum of one rider in the Australian team each year dependent upon selection.	Executive Officer Executive Committee	Held every year.	\$9,000 p.a.	PCA	Provides competitions at International Level and gives athletes the opportunity to represent their country and gain experience at this level.	
6. Inter-Pacific Rally – held every two years. NSW will have a representative nearly every time this is held.	Executive Officer Executive Committee	Held every two years	\$4,500 biannually.	PCA	As above.	