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Introduction

The New Zealand Pony Club Association Inc (NZPCA) operates in a dynamic equine environment and faces many pressing challenges. NZPCA provides opportunities for young equestrians to improve their knowledge and practical skills through structured training and coaching programmes. The proof of these skills and knowledge can be tested by achievement through the NZPCA Certificate structure from D Certificate to A Certificate level. It also offers competition across a wide range of equine sport disciplines to enable riders to gauge their progress and aspire to greater levels of competition. This competition underlines and complements that offered through Equestrian Sports New Zealand (ESNZ). In addition NZPCA provides opportunities for its adult members to train to become coaches and officials, whether that is as organisational officials or officials at events.

Strategic Planning Roadmap

Given the wide range of activities that NZPCA is involved in it is definitely a good idea for the organisation to stop and consider its purpose and direction, and whether or not the resources and activities of Pony Club are aligned to meet the direction we are heading in and appropriate to meet the challenges of the future in the ever changing environment we live in. Good planning enables an organisation to better understand the challenges it faces, make better choices, establish a clear direction and gain the support of members. Poor planning puts an organisation at risk of making poor decisions and operating in a reactive rather than proactive manner.

This strategic plan initiated by the new Board of NZPCA is based on the strategic planning roadmap shown opposite and has involved consultation with the membership in its development.



Our Future: NZPCAs vision, mission and values

The Vision statement for Pony Club outlines what our organization wants to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria. Pony Club's Mission statement or Purpose defines the fundamental purpose of our organization, its customers and the critical processes. It should reflect the reality of Pony Club today and not a past reality. Closely associated with organisational purpose is a values statement/s. It is important to understand that values are not what your organisation does, but how it does it. They should reflect and foster the attitudes and behaviours that members, employees and volunteers should exhibit. The future of Pony Club will be guided by these three statements which were reviewed at the June 2011 Conference/AGM.

Our Vision

To develop, promote, govern and lead the best youth equestrian training/coaching organisation in New Zealand.

Our Mission

The NZPCA is a voluntary organisation for young people interested in ponies/horses and riding that:

- Encourages young people to ride and enjoy all kinds of sports connected with riding
- Provides instruction on riding and pony/horse management
- Promotes the highest ideals of behaviour, sportsmanship, citizenship and loyalty, to create strength of character and self-discipline
- Values, encourages, develops and recognises the volunteers who are the backbone of Pony Club and its success



Our Values

The NZPCA is committed to the following:

- Friendly, fun, helpful, encouraging and respectful environment at all times whether at rallies, events or in competition
- Responsive to change and opportunities for continual improvement
- Honest and transparent in all communications

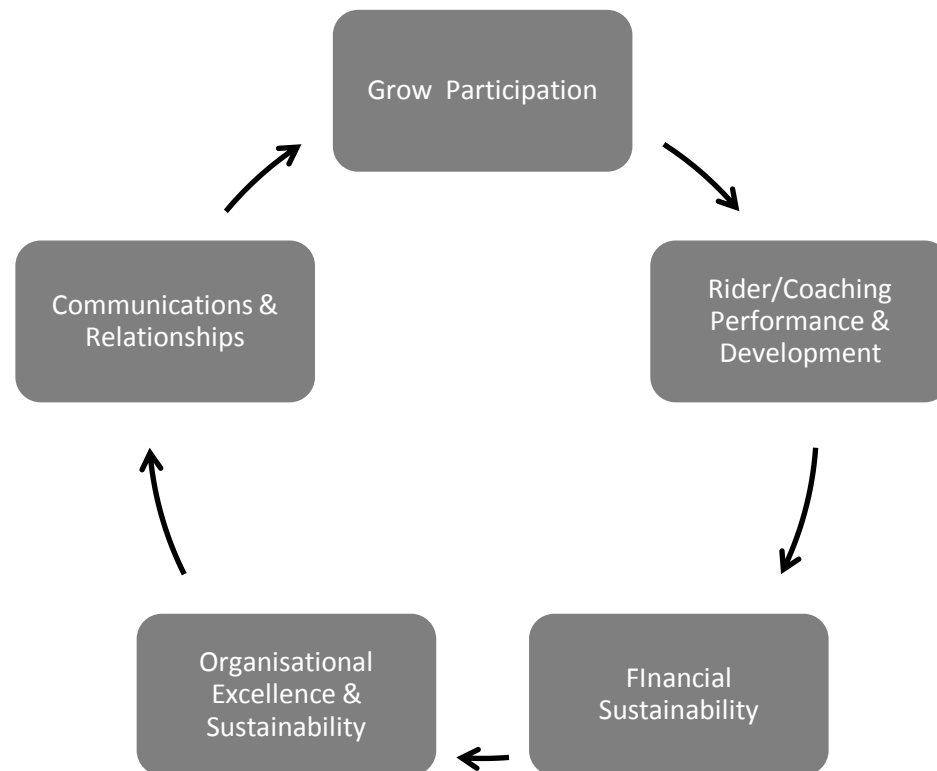
Tuakau & Harrisville Pony Club Branch on Summer Camp 2010



Our Strategic Priorities

Through analysis and consultation such as that which took place at the June 2011 Conference, the following five key strategic priorities have been identified that Pony Club needs to address over the next five years if we are to deliver on our mission and realize our vision.

- Grow participation of current membership and attract new members
 - *By improving the experience of existing riding and adult membership and encourage new participants into riding as measured by a 5% increase in riding membership*
- Improve rider/ coaching performance and development
 - *To provide appropriate and compelling opportunities to improve the skill and knowledge of riders, coaches and officials to ensure positive experiences for all people involved*
- Ensure the organisational sustainability of Pony Club
 - *By attracting, developing and retaining a robust base of talented and committed staff and volunteers whether they are coaches, officials or administrators and the use of best practice planning and organisational tools / procedures throughout the Pony Club*
- Improve communication and build relationships (internal & external)
 - *By developing and implementing a communications plan that promotes the accessibility, excitement and opportunities available in Pony Club to both members, potential members, corporate sponsors, equestrian organisations and other stakeholders*
- Ensure the financial sustainability of the organisation
 - *By developing and implementing and national and events based sponsorship and funding plan to grow the value of sponsorship funding by 10% per annum and increase other funding streams by 5% per annum*



Our Strategic Direction – goals, key success factors & strategic initiatives

Strategic Goals	Key Success Factors	Key Strategic Initiatives
<p>1. Grow Participation</p>	<ul style="list-style-type: none"> ◆ <i>Improving the experience of existing riding and adult membership and encourage new participants into riding as measured by a 5% increase in riding membership</i> 	<ul style="list-style-type: none"> ◆ Reinstated the “rally” as the most important component of Pony Club and maintain/enhance the social benefits of the “rally” ◆ Develop and implement an external marketing and promotion plan that communicates to the public the accessibility, excitement and opportunities available in Pony Club ◆ Develop and implement an internal marketing and promotion plan that celebrates the successes of individuals and groups within Pony club and communicates excitement and opportunities available in Pony Club ◆ Increase the number of certificate passes at all levels ◆ Enhance numbers competing in Pony Club competitions at all levels including national, Area, Club and Branch ◆ Examine other riding discipline options for Pony Club ◆ Update and expand Riders without a Horse Programme
<p>2. Improve rider/coaching performance and development</p>	<ul style="list-style-type: none"> ◆ Providing appropriate and compelling opportunities to improve the skills and knowledge of riders, coaches and examiners to ensure positive experiences for all people involved 	<ul style="list-style-type: none"> ◆ Ensure that the syllabus for Pony Club (as set out in Manuals 1 and 2) and the coaching of that syllabus (as set out in Manual 3) represents best practice in teaching riding and horse management. ◆ Ensure the provision of best practice resources and information to riders, coaches and examiners at all levels to improve their skills and knowledge so enhancing their involvement in Pony Club ◆ Support and instigate programmes to help recruit and develop high quality coaches (ECTP), and examiners at all levels of Pony Club ◆ Increase the number of certificate passes at all levels for D to A and H certificates ◆ Support and provide competitions to test the skills and knowledge of riders at all levels ◆ Enhance numbers competing in PC competitions nationally and regionally ◆ Update and expand riders without a Horse Programme



Strategic Goals	Key Success Factors	Key Strategic Initiatives
<p>3. Ensure organisational excellence and sustainability</p>	<ul style="list-style-type: none"> ◆ Attracting, developing and retaining a robust base of talented and committed staff and volunteers whether they are event officials or pony club administrators and the use of best practice planning and organisational tools / procedures throughout the Pony Club 	<ul style="list-style-type: none"> ◆ Provide efficient and responsive national office staffing to meet the needs of all stakeholders. ◆ Develop and implement programmes to recognise the value of volunteers at all levels of pony club ◆ Establish best practice training programmes for volunteers be they event officials and/or pony club administrators at all levels to improve their skills and knowledge so enhancing their involvement in Pony Club ◆ Ensure the provision of best practice resources (such as rules, regulations, procedures & policies for both disciplines & the organisation) and information to volunteers be they event officials and/or pony club administrators at all levels to improve their skills and knowledge so enhancing their involvement in Pony Club ◆ Support succession planning initiatives at all levels of Pony Club ◆ Recognition and alignment of Area & Club organisations to national office via clarification of communication requirements ◆ Recognition and alignment of Area & Club organisations to national office via clarification of communication requirements ◆ Develop new constitutions for Branches, Clubs and Areas
<p>4. Improve communication and build relationships (internal & external)</p>	<ul style="list-style-type: none"> ◆ By developing and implementing a communication plan that promotes the accessibility, excitement and opportunities available in Pony Club to both members, potential members, corporate sponsors, equestrian organisations and other stakeholders 	<ul style="list-style-type: none"> ◆ Develop and implement an external marketing and promotion plan that communicates to the public the accessibility, excitement and opportunities available in Pony Club ◆ Develop and implement an internal marketing and promotion plan that celebrates the successes of individuals and groups within Pony club and communicates excitement and opportunities available in Pony Club ◆ Revamp website to better meet the needs of all stakeholders including riders, parents, officials/administrators and sponsors ◆ Hold Area & Club Forums held at least twice a year to stay abreast of good practice and share information ◆ Align meetings nationally and regionally to streamline reporting requirements ◆ Utilise new membership database to improve internal communications



Strategic Goals	Key Success Factors	Key Strategic Initiatives
<p>5. Ensure Financial Sustainability</p>	<ul style="list-style-type: none"> ◆ Developing and implementing a national and event based sponsorship and funding plan to grow the value of sponsorship funding by 10% per annum and increase other funding streams by 5% per annum ◆ Reduce at risk revenue by 5% per annum 	<ul style="list-style-type: none"> ◆ Develop funding policy for Pony Club which is responsive to internal and external stakeholder's requirements ◆ Enhance relationships and mutual benefits with current funding and sponsorship partners and investigate opportunities for external funding ◆ Increased recognition of current sponsorship partners to membership ◆ To competently and accountably manage the NZPCA's finances including seeking further opportunities for sponsorship, fundraising and grants and ensuring a positive cash flow for our members and the long term financial viability of the club ◆ Grant programme for NZPCA and for NZPCA events ◆ Grant application support resources provided at national and regional levels ◆ Growing value through effective and relevant services to members via aligned staffing provisions matched to financial goals



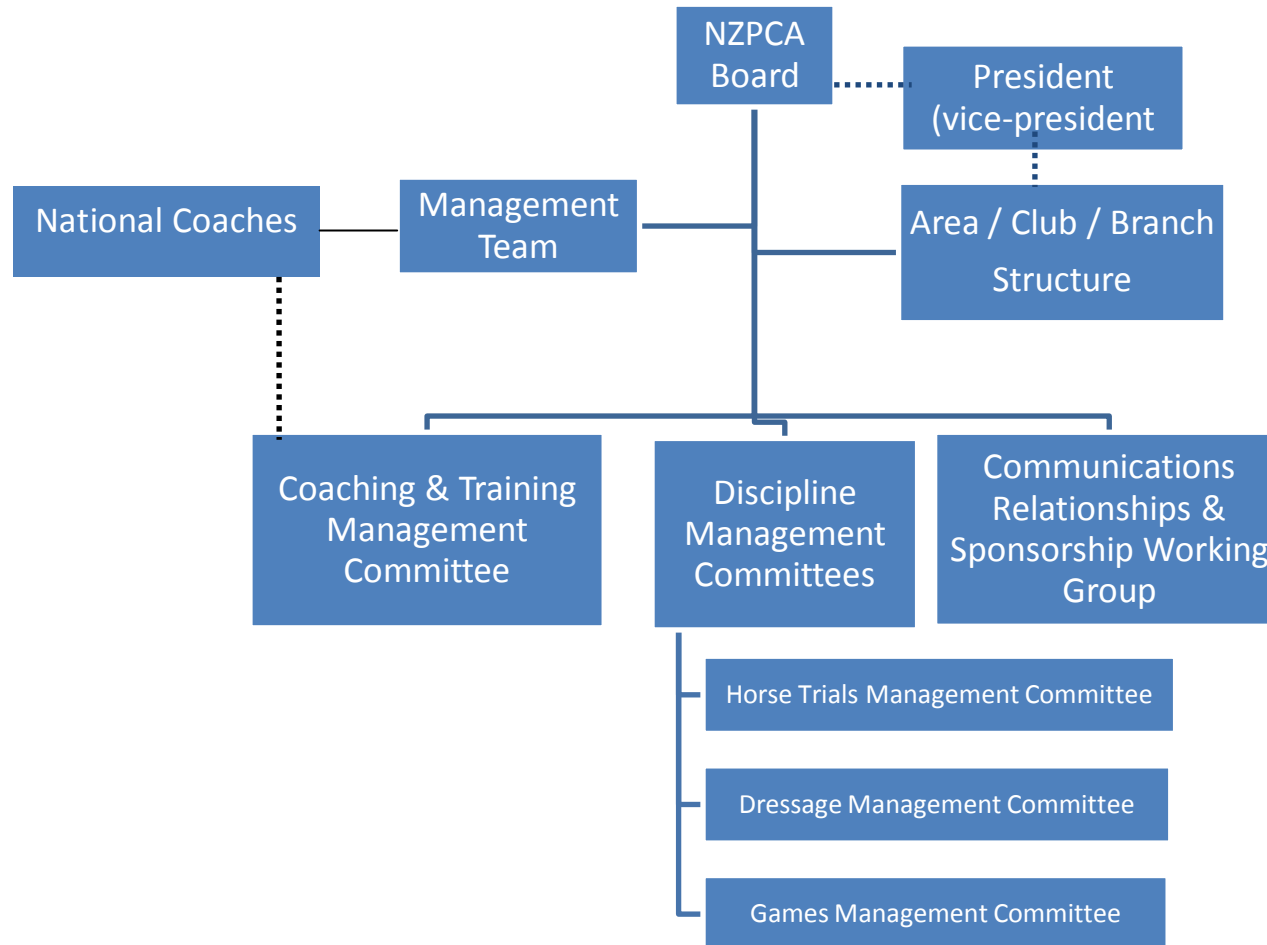
Our Organisational Alignment

In order to meet the strategic challenges we face over the coming five years the following organisation structure has been instigated by the Board. This structure will be reviewed as will the whole strategic plan on a regular basis to ensure it is still meeting the needs of NZPCA.



Our Managerial Alignment

In order to meet the strategic challenges we face over the coming five years the following managerial structure has been instigated by the Board. This structure will be reviewed as will the whole strategic plan on a regular basis to ensure it is still meeting the needs of NZPCA.



APPENDIX 1: Our Environment: understanding the opportunities for and threats to Pony Club

Pony Club does not exist in isolation, it operates in a dynamic and constantly changing environment. For example, changes in social attitudes, family patterns, and ethnic makeup have had a major impact on participation and will continue to do so. Most environmental factors cannot be controlled by Pony Club, but can be anticipated, understood and responded to. Ignoring the impact of these factors will over time undermine the future of Pony Club. The equestrian environment has changed significantly and today Pony Club finds itself in a very competitive environment with many organisations competing for the time and commitment of young people who want to ride with similar, different and directly competing offerings.

Opportunities that exist for Pony Club in the external environment

- Accessing funding streams other than those for sport due to coaching and young people focus of NZPCA
- Equine eLearning Ltd
- Increase riding school membership of NZPCA
- Further co-ordination and co-operation, especially in term of discipline rules and regulations with other equestrian focused organisations
- Expansion of activities/disciplines available through Pony Club

Threats that exist to Pony Club in the external environment

- Higher cost of entry for equestrian activities compared with other youth sporting codes
- A declining rural population and decreasing percentage of children within the population
- Increase competition from well organised discipline specific, events held by other equestrian organisations
- The loss of young riders to riding schools that have an initial lower cost of entry as ponies/horses provided
- The loss of older riders to private discipline specific coaches many of whom are excellent coaches but not NZPCA trained/recognised
- Challenging financial and economic environment, impacting on the expenditure of families and individuals as well as decreasing levels of funding available from sources such as community and gaming trusts, government organisations and a difficult corporate sponsorship environment
- Retaining ongoing access to suitable land to run Pony Club



APPENDIX 2: Our Organisation - assessing Pony Club's internal capability and performance

In this section the aim is to identify the internal strengths and weaknesses of Pony Club. The key questions the organisation has asked itself are:

- What have we done well – what is enabling us to be successful?
- What have we not done well – what is holding us back?

Strengths

- Brand heritage of Pony Club – it is seen as the “where you go to learn to ride”
- Large membership base and strong membership recognition of what Pony Club is at the local grassroots level (Branch/Club)
- “Gold Standard” Equestrian Coaches Training Programme (ECTP) and resources – NZPCA manuals
- National and/or Island based championships that riders aspire to compete at across the major disciplines
- Internationally recognised certificate system
- Membership database currently being enhanced with additional fields including Coaches
- Good reserves; the NZPCA has two investment funds plus a Westpac Investment Account. Many individual Clubs and Branches also have good financial assets
- New governance structure



Weaknesses

- Declining membership especially amongst senior riders
- Communications both internal and external including no national or regional promotional/marketing plan aimed at recruiting or retaining members
- Focus within the organisation can be variable leading to differing levels of emphasis on participation in competitions and support given to particular disciplines
- Human resources and skills set driven primarily by who volunteers rather than the needs of the organisation in order to fulfil its vision and purpose
- Financial sustainability and lack of long term financial planning

