

NEW ZEALAND PONY CLUBS ASSOCIATION

Strategic Plan

2016 – 2020 (reviewed annually)

MISSION: NZPCA exists so that young people can participate in and enjoy equestrian sport.

VISION: All members have access to quality coaching and equestrian participation activities at all levels throughout NZ

Outcome 1: Growth in membership

Outcome 2: Improve rider performance

Measure:

2% increase of new members

Measure:

2.5% more riders making technical progression through the certificate system

Supported by:

Outcome 3:
Communication and collaboration

Outcome 4: Organisational excellence

Measure:

Membership engaged with NZPCA.

Riders attending activities and events.

Members feel ownership of NZPCA

Measure:

Financially sustainable as shown in positive balance sheet. Reserves to allow NZPCA to function for six months should revenue fall below expenditure.

Fully staffed Head Office able to support members' needs.

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5 Year Planning 2016 – 2020

2016-2020	2016	2017	2018	2019	2020
Strategic outcome 1: Growth in membership					
1. NZPCA Programmes		<ul style="list-style-type: none"> Review certificate system Carry out membership review Use information – facility use analysis, future programme planning and financial analysis Strategic Planning Committee	Implement new membership structure	Implement new membership structure	ESNZ/NZPCA joint planning of dates and events underway
2. New Programmes		<ul style="list-style-type: none"> Ride for Time pilot Coach Development/mentoring Future planning for sustainable programme Education and Development	Review Ride to Time pilot Explore potential programmes from Board/Riders Council planning session	Ride to Time National roll out Island Camps for riding members	New programmes launched from Board /Riders Council planning session
3. Member Opportunities		New database developed New membership structure sent to members for consultation	New membership structure voted on at Conference Riders without horses programme reviewed	Analysis A specific certificate Review competition week. National Camp	Launch National Competition week
4. Research		Membership trends	Report of membership trends to feed into next planning cycle		NZPCA structured to meet needs of riders in 2020
Strategic outcome 2: Improve rider performance					
5. Coaches & Officials Development, retention and support	Create a Coach Development Structure – Job Description	Association Coach Recruitment Plan implemented Head Coach job descriptions Education and Development	Coach Mentoring Plan introduced Association Coach development pathway	Succession plan documentation completed	ECTP enrolments continue to reflect the engagement of new Pony Club Coaches

6. Health and Safety	Document Health & Safety Policy and procedure	Final implementation of Health & Safety Plan	Review Health & Safety Procedures. Develop Concussion documents	Review H & S programme. Joint ESNZ/NZPCA Concussion awareness campaign	Member survey of H & S satisfaction
7. Resources		Manual Review Education and Development and Manual Author	Manuals 1 and 2 printed Develop Adult Horse Mastership certificate	Review current resources, update as applicable	New content developed for Coaches courses

Strategic outcome 3: Communication and Collaboration					
2016-2020	2016	2017	2018	2019	2020
8. Community Engagement	Community profile and promotion Plan -Work towards an Event Coordinator & Sub Committee		Community engagement plan delivered at 2018 Conference	Use community engagement plan to ensure communication strategy is reaching all members	Community engagement plan reviewed
9. Member Engagement	Create a membership plan		Member satisfaction survey	Review results of member satisfaction survey	Member satisfaction survey
Strategic outcome 4: Organisational excellence					
10. Structure & Operations	Committee Succession Planning	Review and refine committee systems Review committee meeting, agenda, communication and systems	Planning for next strategic plan	Use information from Board/Riders Council planning session to inform next Strategic Plan	Present 2020-2025 Strategic Plan to membership
11. Policy & Procedure		Identify key areas of club requiring policy and procedure and make a plan for getting these documented and signed off over two years.	General regulations reviewed and published. Carry out workshops on procedure at Coaches Conference and Annual Conference	General regulations reviewed and published	Board review of all Policies and Procedures completed
12. Volunteers	Create initiatives and timeline for volunteer recognition	Develop volunteer coach recognition plan Board Volunteer job descriptions developed	Volunteer training. Carry out workshops on procedure at Coaches Conference and Annual Conference. Long service award system implemented	Online training webinars available for new Database administrators	Survey of volunteer retention and satisfaction
13. Finances		Financial system review e.g. online banking. Finance Committee	Review Financial policies Fee review National Sponsorship structure redefined in in with grass roots Pony Club sponsorship	Implement fee changes	Review Financial policies

			Membership and Board		
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NZPCA Scorecard 2017 - 2018

<p>Membership</p> <p>Membership review undertaken</p> <p>2% Increase in membership numbers</p> <p>New membership database purchased and implemented</p>	<p>Rider performance</p> <p>Association coach positions developed, four Association coaches appointed.</p> <p>Long service coach recognition system developed</p> <p>Certificate syllabus reviewed</p>
<p>Organisational excellence</p> <p>Governance Mark progressed</p> <p>Head Office fully staffed</p> <p>Long service volunteer award system implemented</p>	<p>Financial sustainability</p> <p>Varied levels of sponsors introduced</p> <p>Reduction in dependence on grant funding</p> <p>National sponsorship restructured in line with grass roots Pony Club support</p>