

DATE: _____

Roma Pony Club Inc.

**Strategic business plan
2011- 2016**

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Secretary Gill Swires

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Date of plan:

Signature page

This strategic business plan has been developed, agreed to and signed off by the following Management Committee members of the Roma Pony Club Inc.

		Signature
1. Hazel Krieke	President	
2. Steve Swires	Vice President	
3. Gill Swires	Secretary	
4. Rachel Farndon	Treasurer	
5. Jane Green	Chief Instructor	
6. Karen Brumby	Canteen Convenor	
7. Vacancy	Grants Officer	
8. Andrew McGilvray	Groundsman	

Date: _____

Executive summary

The Strategic Business Plan will play an integral role in managing Roma Pony Club and achieving its goals over the next five years and will be used extensively by the Management Committee in planning and decision making. When necessary, it will be modified to reflect the ongoing development and needs of the association.

Roma Pony Club has provided training & instruction since its inception in 1965. The Club has, over the years, had many dedicated members, instructors, volunteers, and administrators. As with many voluntary organisations, membership has fluctuated over the years; and external events such as the EI outbreak and severe flooding also heavily impacted on the Club.

Over the years the Club has participated in, and run, many local and zonal competitions. It has also run two state competitions. Members from Roma Pony Club have gone on to compete at local, district, zone, state, national, and international levels.

As well as riding rallies, the Club has held camps and schools; participated in Easter in the Country parades; ridden in the ANZAC Day parade; and donated gifts to Roma Hospital, Roma Student Hostel, and Pinaroo. Competitors travelling through Roma, as well as those competing at Roma Pony Club, have camped at the grounds, utilising the facilities there.

It is through the work and vision of previous members that the Club has the infrastructure that it has, and it is the intention of the current Management Committee to continue to maintain and improve the facilities. It is also due to this foresight that Roma Pony Club has a perpetual lease on its grounds thus ensuring a long and secure future for the Club.

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Objectives of Pony Club

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

To provide instruction in riding and horsemanship and to instil in members the proper care of their animals.

To promote the highest ideals of sportsmanship, citizenship, and loyalty, thereby cultivating strength of character and self-discipline.

Structure of Pony Club

The national body is known as Pony Club Australia (PCA). Within that body are the state and territory associations, such as the Pony Club Association of Queensland (PCAQ). The PCAQ is formed by Clubs (such as Roma Pony Club) which are situated in localised areas. Groups of Clubs then form a Zone (Roma Pony Club is in Zone 20). A number of Zones are then grouped into regional areas for the purpose of instruction. Roma Pony Club is in the Western region.

Roma Pony Club history

The decision to form a Pony Club at Roma was made at a meeting on 21st Sept 1965. Over the years, the Club has gone from strength to strength and is proud to consistently boast an annual membership of well over 50 riding and non-riding members, with an age range from 3 to over 90! The Club has provided instruction in many different riding disciplines, with riders from Roma Pony Club having competed not only locally, but at Zone, State, National, and International level.

Aims of Roma Pony Club

Our aim is to provide a safe and secure environment for members of all ages and abilities to undertake a wide range of activities that encourage horsemanship, sportsmanship, discipline, and responsibility.

Vision of Roma Pony Club

Our vision for 5 years time is to be recognised as a Club of excellence both within the equine community and the wider community; to produce quality riders who are also skilled in horse care; to have a Club our members and past members are proud of.

Our vision for 10 years time is to have a facility that not only caters to our Club's riding needs, but also allows us to run training courses and seminars for ourselves and others.

Critical success factors and issues facing Roma Pony Club

- Decrease levels of funding from sources such as grants
- Decline in the number of active volunteers
- Difficulties in obtaining qualified 'external' instructors
- Shortage of 'internal' instructors
- Management Committee reactive not proactive and lack of a unified approach to planning and coordination
- Fluctuation of membership, both in terms of numbers and of ages and abilities
- Impact of external events outside of our control, such as EI, floods.

Outcomes

The following outcomes reflect what the Club wants to achieve over the next 5 years.

- financial stability and growth
- be recognised as a leader in best governance and management
- increased support to other Clubs within Zone 20, either in personnel or facilities
- increase levels of sponsorship and fundraising
- effective volunteer management plan
- membership growth and participation
- effective programmes of instruction
- well equipped and maintained facilities

List of goals and objectives over the long term arranged by Key Performance Areas

KPA	Focus area	Goal or objective
Instruction & participation	Rally days	To run meaningful, safe, and well structured rallies.
	Equipment for all activities	To have enough equipment at any one time for a variety of activities; to have a maintenance/replacement programme.
	Training of instructors	To always have trained and able instructors available, no matter the disciplines offered nor the ability of the groups.
	External instructors	Provision of instruction by external instructors, in a variety of disciplines as required by current membership.
	Recruiting & retaining members	To attract and keep Club members.
Facilities & equipment	Safe & suitable grounds	An excellent equine facility suitable not only for Club use, but also for holding training and other events.
	Suitable equipment	To provide correct equipment for use in the canteen and the grounds
	Shade areas	Provide shade for mustering for events, judges, observers etc.
	Seating areas	Provide safe seating for judges, observers etc.
	Ablutions areas	Clean, hygienic and suitable toilet and shower facilities.
	Xcountry course	To have a Xcountry course running the perimeter of the grounds.
	Rubbish collection	To have litter free grounds.
Administration	Running costs	To run the Club as efficiently and effectively as possible.
	Publicity & PR	To be recognised as a leader in our field by the non-equine community as well as other equine groups
	Networking	Develop links with other equine groups
	Volunteers	To retain and fully utilise the skills and expertise of our volunteers
	Management committee	To proactively manage the Club utilising this strategic plan in planning & decision making
Finance	Operational budgets	Produce yearly operating budget
	Cash flow forecasts	Provide a 12 month cash flow budget
	Projected budget	Produce a projected 5 year budget based on this strategic plan
	Grants	Apply for all suitable grants as they become available
	Fundraising	Ensure the Club raises enough funds to continue to provide excellence in tuition and facilities for its members.

KPA:	Instruction & participation
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Focus Area	Actions	Responsibility	Objective	Priority
Rally days	Develop effective programmes of instruction for a variety of disciplines and abilities and to prepare members for shows and competitions, Ensure members work towards certificates.	Club Chief Instructor, all Club Instructors	To run meaningful, safe, and well structured rallies.	High
Recruiting & retaining members		All Club members	To attract and keep Club members.	Medium
Equipment for all activities	Stocktake of existing equipment. Decide equipment needed over 5 year plan and schedule purchase. Review equipment annually to repair/replace/add to as required.	Club Chief Instructor, all Club Instructors, Management Committee	To have enough equipment at any one time for a variety of activities; to have a maintenance/replacement programme.	Low
Training of instructors	Develop training plan for current and following year.	Club Chief Instructor	To always have trained and able instructors available, no matter the disciplines offered nor the ability of the groups.	High
External instructors	Identify areas of need. Source and cost instructors. Programme instruction.	Club Chief Instructor, all Club Instructors, Management Committee	Provision of instruction by external instructors, in a variety of disciplines as required by current membership.	High

KPA: Facilities & equipment

Focus Area	Actions	Responsibility	Objective	Priority
Safe & suitable grounds	Repair grounds to safe standard. Develop maintenance plan eg levelling inside ménages. Investigate cost of purchasing equipment over outsourcing.	Management Committee, Risk Management Officer , Groundsman	An excellent equine facility suitable not only for Club use, but also for holding training and other events.	High
Suitable equipment	Develop asset register of equipment. Develop replacement plan for old/unsuitable equipment, maintenance plan, and projected purchasing plan.	Management Committee	To provide correct equipment for use in the canteen and the grounds	Medium
Shade areas	Identify areas where shade is needed. Investigate types and cost. Investigate sun safety grants. Develop purchasing plan if required.	Management Committee, Sun Safe Officer, Grants Officer	Provide shade for mustering for events, judges, observers etc.	Medium
Seating areas	Identify areas where seating is needed. Investigate types and cost. Develop purchasing plan if required.	Management Committee, Sun Safe Officer, Grants Officer	Provide safe seating for judges, observers etc.	Low

Ablutions areas	Repair windows in ladies & gents. Sheet as necessary. Fit out eg shower curtains, toilet brushes. Remove and replace flooring in ladies block. Paint outside ladies block. Put up sign on ladies block.	Management Committee	Clean, hygienic and suitable toilet and shower facilities.	Medium
Xcountry course	Refurbish existing jumps. Construct new jumps.	Club Chief Instructor, all Club Instructors, Management Committee	To have a Xcountry course running the perimeter of the grounds.	Low
Rubbish collection	Identify areas where people collect/drop litter. Investigate types and cost of bins. Purchase bins.	Management Committee	To have litter free grounds.	Medium

WORKING DRAFT

KPA: Administration

Focus Area	Actions	Responsibility	Objective	Priority
Running costs	Analyse Club running costs such as income from agistment vs cost of leasing reserve. Investigate solar grant.	Management Committee, Grants Officer	To run the Club as efficiently and effectively as possible.	Medium
Publicity & PR	Take advantage of media opportunities to promote the Club by the use of photos of events attended etc	Management Committee, PR/Media Officer	To be recognised as a leader in our field by the non-equine community as well as other equine groups	High
Networking	Promote RPC whenever possible to other clubs and organisations. Represent RPC at community events.	PR/Media Officer, Secretary, all Club members.	Develop links with other equine groups. Attend annual Council 'meet & greet' sessions	Low
Volunteers	Develop plan for welcoming volunteers. Review what volunteers are needed for/what they can do. Ask existing members for input.	Management Committee, all Club members	To retain and fully utilise the skills and expertise of our volunteers	High
Management committee	Create strategic business plan with input from members. Identify positions for the committee. Continually review Club finances, strategic plan, and adapt whenever necessary to suit circumstances.	Management Committee	To proactively manage the Club utilising this strategic plan in planning & decision making	High

KPA: Finance

Focus Area	Actions	Responsibility	Objective	Priority
Operational budgets	Produce operating budget for coming year.	Treasurer	Provide yearly operating budget	High
Cash flow forecasts	Produce 12 month cash flow forecast based on current year.	Treasurer	Provide a 12 month cash flow budget	High
Projected budget	Using strategic plan develop 5 year budget to identify financial requirements	Treasurer, Management Committee	Produce a projected 5 year budget based on this strategic plan	High
Grants	Appoint Grants Officer Apply for upcoming grants Acquit after successful grant receipt	Grants Officer, Management Committee	Apply for all suitable grants as they become available	High
Fundraising	Using projected budget as above, review fund raising opportunities and requirements needed to implement it.	Management Committee	Ensure the Club raises enough funds to continue to provide excellence in tuition and facilities for its members.	Medium

Implementation plan: KPA Instruction & participation

Focus area	Actions	End date	RESPONSIBILITY	PROGRESS REPORT
Rally days	Develop effective programmes of instruction for variety abilities and disciplines		Instructors group	
	Structure programmes to ensure members work towards certificates			
	Develop calendar and structure of rallies			
Recruiting & retaining members	<i>When reviewing, came across this empty box but brain dead at moment!!!!</i>			
Equipment for all activities	Stocktake existing equipment			
	Decide equipment needed over 5 year plan and schedule purchase			
	Devise way to review equipment annually, to repair/replace as required			

Training of instructors	Identify potential instructors, including O level			
	Develop training plan for current and following years			
External instructors	Identify areas of need according to current and projected membership			
	Source and cost instructors			
	Develop programme of instruction			

WORKING DRAFT

Implementation plan: KPA Facilities & equipment

Focus area	Actions	End date	RESPONSIBILITY	PROGRESS REPORT
Safe & suitable grounds	Repair grounds and road after flood damage.			
	Review rest of grounds, and develop maintenance programme eg levelling ménage, slashing and mowing.			
	Undertake cost analysis of purchasing equipment eg ride on mower as opposed to outsourcing.			
Shade areas	Identify areas where shade is required.			
	Investigate cost and types of shade available.			
	Investigate grants for sun safety equipment.			
	Prepare and present findings to management committee			

. Implementation plan: KPA Facilities & equipment

Focus area	Actions	End date	RESPONSIBILITY	PROGRESS REPORT
Seating areas	Identify areas where people sit/congregate			
	Investigate cost and types of seating available.			
	Prepare and present findings to management committee.			
Ablution facilities	Repair windows in ladies & gents toilets			
	Sheet walls where necessary			
	Fit out curtains, brushes, bins etc			
	Remove & replace flooring in ladies block			
	Paint external walls ladies block			
	Roof over ladies block			
	Put sign on ladies block			

Focus area	Actions	End date	RESPONSIBILITY	PROGRESS REPORT
XCountry course	Refurbish existing jumps			
	Design new jumps			
	Cost new jumps			
	Erect new jumps			
Rubbish collection	Identify areas where people congregate/drop litter			
	Investigate type and cost of bins			
	Purchase bins			

WORKING DRAFT

Implementation plan: KPA Administration

Focus area	Actions	End date	RESPONSIBILITY	PROGRESS REPORT
Running costs	Prepare breakdown of Club running costs including indication of membership numbers required to cover costs			
	Analyse Club running costs, eg cost of reserve –v- agistment money received			
	Investigate ways of reducing running costs eg solar			
Publicity & PR	Develop publicity plan			
	Launch the reopening of Corfe Park after floods			
Networking	Investigate ways of linking RPC with other clubs/community groups			
Volunteers	Look at ways of welcoming volunteers			
	What can volunteers do			
	Ask existing 'new' members how they felt/what we could do			

Focus area	Actions	End date	RESPONSIBILITY	PROGRESS REPORT
Management committee	Create strategic business plan with input from all members			
	Regularly review strategic business plan and ensure Club is running well			
	Allocate roles within Committee	AGM	Management Committee	Actioned for 2011

WORKING DRAFT

Implementation plan: KPA Finance

Focus area	Actions	End date	RESPONSIBILITY	PROGRESS REPORT
Operational budget	Produce operating budget for coming year			
Cash flow forecast	Produce 12 month cash flow forecast based on current year			
Projected budget	Using strategic plan develop 5 year budget			
	Using 5 year budget identify monies required to fulfil strategic plan			
Grants	Appoint Grants Officer			
	Apply for Government solar grant			
	Access grants calendar and identify those appropriate to RPC			

Focus area	Actions	End date	RESPONSIBILITY	PROGRESS REPORT
Grants	Ongoing grant applications			
	Acquittal of successful grants			
Fundraising	Collate information on expected income & expenditure, 5 year projected budget and shortfall			
	Using above information devise strategies for raising necessary funds to meet the projected shortfall			

WORKING DRAFT

The goals, objectives and strategies in this strategic business plan aim to bridge the gap between where the Roma Pony Club is now, and the vision of where the organisation wants to be in the future.

Environmental analysis

	Strengths	Weaknesses
Internal Environment	<p>Our STRENGTHS in the internal environment:</p> <ul style="list-style-type: none"> • People • Venue • Skills and expertise • Events • Training and development 	<p>Our WEAKNESSES in the internal environment:</p> <ul style="list-style-type: none"> • Lack of funds to reach all areas to broaden participation • Not enough workers • Ineffective governance and management practices • Poor strategic direction, planning and review • Internal conflicts
	Opportunities	Threats
External Environment	<p>Our OPPORTUNITIES in the external environment:</p> <ul style="list-style-type: none"> • Marketing and promotion • Strategic alliances with other Organisations • Current venue to raise revenue • Internet, promoting the sport 	<p>THREATS in the external environment:</p> <ul style="list-style-type: none"> • Lack of revenue • Declining membership • Rising costs • Market presence

Financial assessment

The annual program budget summary

Both the annual and the five yearly programme budgets provide an instant recognition of the forecast costs associated with the conduct of the sporting organisation. The financial assessment is an important reflection of the funds needed in order to achieve a given level of results. They are also important as an input into the organisations budgetary process and should be regularly updated.

Example:

The annual program budget summary for the period (provides a snapshot of the forecast budget requirements for the given period).

Estimated expenditure	\$	Estimated income	\$
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Key performance area

- Instruction & participation
- Facilities & equipment
- Administration
- Finance

Total expenditure

Total income
Surplus/(Deficit)

Explanatory notes

Two examples of financial models are given. A cash flow forecast budget and operating budget forecast.

Note: Most for-profit corporates (companies) use forecast models for profit and loss, balance sheet and cash flow.

Your organisation may use computerised accounting systems, ie. MYOB – products such as this produce format forecast budgets, therefore, you may wish to include these.

For more information regarding directors responsibilities in regards to your organisations finances refer to the Financial management module of the department's *It's Your Business* resource or seek advice from your financial adviser or accountant

The cash flow forecast

For any business, the cash flow forecast is a must do document that needs to be prepared on a regular basis. The Management Committee needs to know the amount of cash coming into the organisation and whether the organisation can meet its obligations when due.

The operating budget forecast

Provides the forecast of assumptions of income and expenses and includes the previous years figures as a means of comparison.

Roma Pony Club Inc

Cashflow forecast budget for the year ended 30 September

Months	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
INCOME												
Registration fees												
Event income												
Merchandising												
Sponsorship												
Interest received												
Grants												
Other income												
TOTAL INCOME												
EXPENSES												
Affiliation fees												
Accountancy and auditing fees												
Bad debts												
Bank charges												
Computer expenses												
Capital expenditure												
Electricity												
General expenses												
Insurance												
Interest												
Leasing												
Legal fees												

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Motor vehicle												
Newsletter												
Office expenses												
Printing and stationery												
Promotions												
Purchases												
Registration fees												
Rent												
Repairs and												
Salaries and wages												
Staff training												
State team expenses												
Subscriptions												
Superannuation												
Telephone and fax												
Travel and												
TOTAL EXPENSES												
NET INCOME												
CASHFLOW \$												

Roma Pony Club

Operating budget for year ending: _____

ACTUALS			
LAST YEAR \$	INCOME	This year being	ASSUMPTIONS
	Registration fees		
	Event income		
	Merchandising		
	Sponsorship		
	Interest received		
	Grants		
	Other income		
	TOTAL INCOME		
	EXPENSES		
	Affiliation Fees		
	Accountancy and auditing fees		
	Bad debts		
	Bank charges		
	Computer expenses		
	Capital expenditure		
	Electricity		
	General expenses		
	Insurance		
	Interest		
	Leasing		

ACTUAL			
LAST YEAR	EXPENSES	This year being	ASSUMPTIONS
	Legal fees		
	Motor vehicle expenses		
	Newsletter		
	Office expenses		
	Printing and stationery		
	Promotions		
	Purchases (merchandising)		
	Registration fees		
	Rent		
	Repairs and maintenance		
	Salaries and wages		
	Staff training		
	State team expenses		
	Subscriptions		
	Superannuation		
	Telephone and fax		
	Travel and accommodation		
	TOTAL EXPENSES		
	NET INCOME		

Monitor and review of the plan

The strategic business plan should be monitored and reviewed on a monthly, quarterly, and yearly basis by the Management Committee.

The yearly review will take place prior to the end of each financial year 30 September or calendar year as determined by the Management Committee Executive Officers in accordance with the Constitution and the Act.

The table below sets out a review timetable:

Strategic business planning	Update	Total Review	Responsibility
Values, vision, mission	Six-monthly, but only if required	Annually	Management Committee
Environmental analysis	Six-monthly	Annually	Management Committee
Strategy formulation	Six-monthly, but only if required	Annually	Management Committee
Actions	Monthly	Annually	Management Committee
By laws, rules & Constitution	Annually	Annually	Management Committee Executive
Financial plans	Monthly	Annually	Management Committee
Resource requirements and action planning	Weekly, daily	Monthly	Management Committee, Chief Instructor
Entire business plan	Annually	Annually	Management Committee