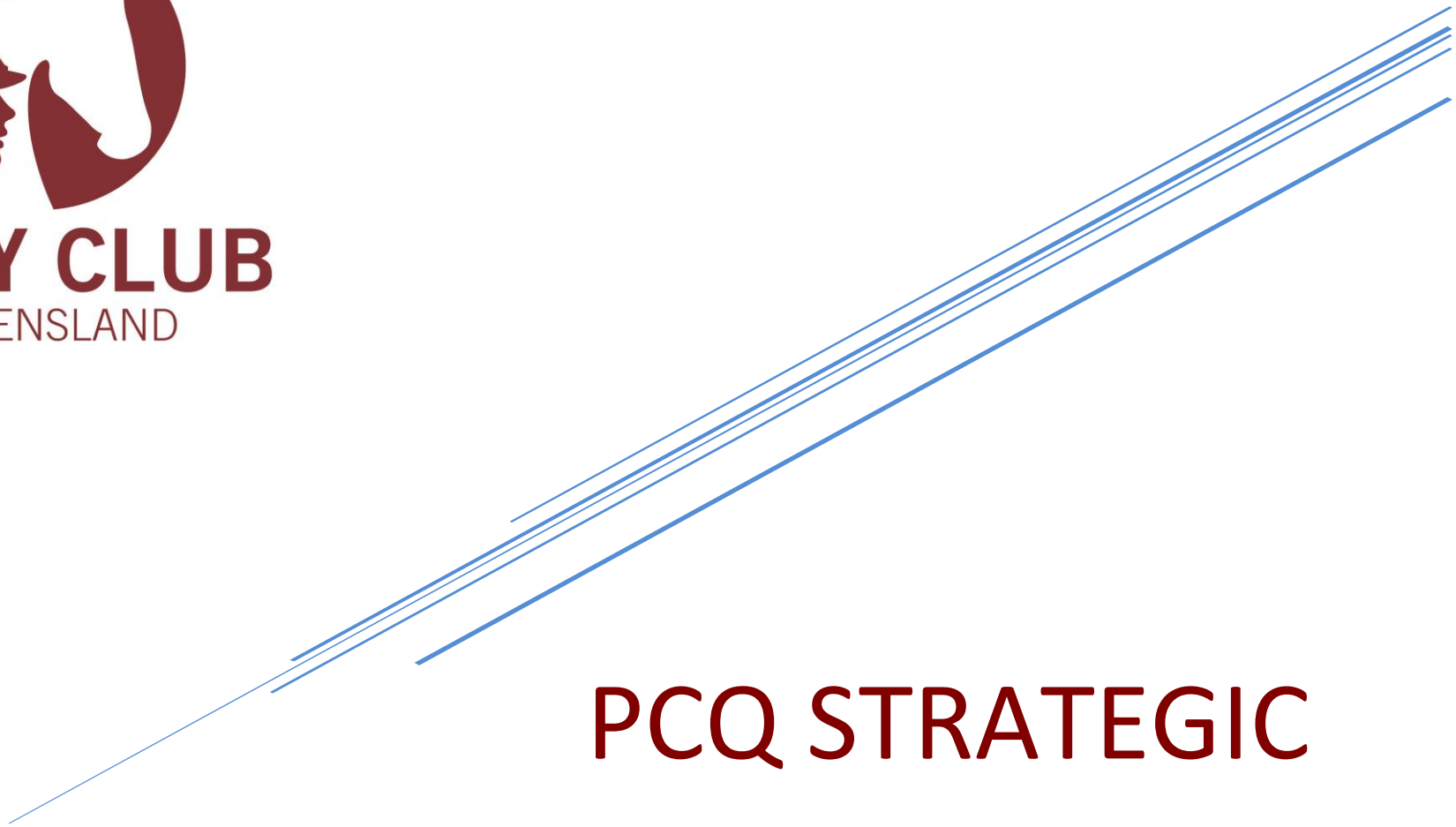




PONY CLUB
QUEENSLAND



PCQ STRATEGIC
2023 - 2025

**Governance
&
Culture**

Provide strong and cohesive leadership and support for Pony Clubs in Queensland, while maintaining and developing quality of coaches, officiators and volunteers.

**Participation
&
Development**

Provide flexible and innovative participation

**Communication
&
Marketing**

Effectively market Pony Club® and engage with members of all Sponsorship demographics in Queensland

**Integrity
&
Ethics**

Ensure all members and their horses are treated with the highest standard of integrity, care and kindness

KEY RESULT AREA 1	GOVERNANCE & CULTURE	
KEY STRATEGY	CRITICAL ACTIONS	KEY PERFORMANCE INDICATORS
1.1 Sound financial management & proactive budgeting to ensure sufficient resources for the current & future needs of the Association	1.1 Prepare and monitor Annual Budget that includes sufficient funds to ensure the efficient operation of the association & the delivery of identified activities & services to members 1.2 Upgrade website to meet growing needs for clubs and members	1.1. Budget Meetings held minimum twice annually to review and set budget in accordance with operational plan & financial needs of the association 1.2 Website upgrade completed
1.2 Ensure equitable opportunities for representation and advancement of all members regardless of Gender, Race, Religion or cultural beliefs.	1.2. Open elections at all levels of governance. 1.2.1 Develop and implement a Gender Equity Plan	1.2 Open Elections continue to be held 1.2.1. Initiate process for development and implementation
1.3 Support and encourage Administrators, at all levels, to identify and understand their roles and responsibilities in their organisation	1.3 PCQ Executive Committee induction and upskilling. 1.3.1 Encourage clubs and zones to actively participate in the Sports Australia Game Plan. 1.3.2 Develop and release Administrative Handbook 2023-25 1.3.3 Conduct Governance/administration information & webinar sessions for zones and clubs	1.3 Executive Committee induction completed 1.3.1 Number Clubs completing game plan Health Check 1.3.2 Provide copy to all zones and clubs 1.3.3 Information & webinar sessions held
1.4 Continue to review Policies and Procedures, establishing new guidelines as required	1.4 Ensure policies and procedures meet the current requirements	1.4 Procedures meet current requirements
1.5 A comprehensive effective & documented structure with formalised roles, terms of reference & protocols for the Office, Staff & Executive, Management & sub-committees.	1.5 Develop, adopt & document Positions descriptions, structure, terms of reference & protocols for Office, Staff & Executive, Management & sub-committees.	1.5 Positions, structure, terms of reference & protocols developed, adopted & documented

KEY RESULT AREA 2	PARTICIPATION & DEVELOPMENT	
OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
<p>2.1. Offer broadest possible range of equine sports & disciplines for our members to try & experience</p>	<p>2.1. Planning & development of State Training Program through 2 State Chief Instructors /Regional Directors' workshops each year</p> <p>2.1.1 Support SCI, SCIP and Regional Directors by providing operational budget</p> <p>2.1.2 Support the PCQ Coaching Arm</p>	<p>2.1. SCI/RDC workshops held annually with minimum of 12 attendees from throughout the State.</p> <p>2.1.1 Annual costs met</p>
<p>2.2. Through the annual State and Regional Seminars provide standardised training to educators of coaches, judges & officials from Regions & Zones across the State.</p>	<p>2.2. Seminars to incorporate updates & changes to programs for coaches, judges & other officials and disseminate them through Zones & Regional workshops to ensure consistent standard of training across the state</p>	<p>2.2 7 Seminars held annually with 200 participants, 30 new accreditations, 50 coaches/officials updated,</p> <p>2.2.1 Representation from 15 Zones ensuring information sharing and network opportunities especially for regional attendees</p>
<p>2.3. Encourage membership, from all demographics by offering opportunities for non-members to sample existing and new pony club disciplines and activities</p>	<p>2.3. Extend State Chief Instructor Medals to include lower-level entry – inclusion, participation.</p> <p>2.3.1. Safe Horse Interaction Program</p> <p>2.3.2. Webinars</p>	<p>2.3 Introduction of Non-Riding, Lead Line and Aid/Unaided sections below SCI medal Copper.</p> <p>2.3.1 Club/existing member with horse that can be used for non-riding social member kids to learn safe horse interaction.</p> <p>2.3.2. Disciplines – Coaches & Officials</p> <p>2.3.3 Administration.</p> <p>2.3.4 Empowerment-Delegation and Volunteer Burnout Prevention.</p>
<p>2.4 Riders have equal opportunities to compete at all levels of competition including State Events & Interstate, National & International competition.</p>	<p>2.4 Yearly rotation around the 3 Greater Regions (North, Central, South) of the 3 State Events, encompassing the nine Discipline Championships, supported with administration & by financial subsidies</p> <p>2.4.1 First Aid Training</p>	<p>2.4 State Events held on rotation throughout the State with subsidies & administrative sport provided to organising committees</p> <p>2.4.1 Courses held</p>

KEY RESULT AREA 3	COMMUNICATION & MARKETING	
OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
<p>3.1 An effective marketing plan that identifies & enlists sponsors, promotes the services of our Association & the benefits we provide to & for our members</p>	<p>3.1 Marketing Plan is developed and implemented for the benefit of the Association & our members</p>	<p>3.1 Three planning meetings held in consultation with marketing agency. Plan developed & strategies implemented</p>
<p>3.2 Continue to engage with Stakeholders and provide access to information, resources and support for Zones, Clubs and members throughout the State.</p>	<p>3.2 Maximise use of electronic media such as: Social media networks, E conferencing and 'E bulletins.</p> <p>3.3 Develop a Horse Declaration APP for traceability purposes.</p>	<p>3.2 Minimum 30 E conferences per annum Over 5000 followers on social media. 10 x E communications distributed to all members</p> <p>3.3 APP developed</p>

KEY RESULT AREA 4	INTEGRITY & ETHICS	
OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
4.1 Adopt the PCA National Integrity Framework	4.1 Strategy disseminated to members 4.1.1 PCQ representative participates in PCA/Member States information meetings 4.1.2 MPIO Consults & Services	4.1 Strategy disseminated to members 4.1.1 PCQ representative attends PCA/Member States information meetings
4.2 Be compliant with the PCA Child Safeguarding Commitment	4.2 Undertake the Child Safeguarding in Sport Induction Course state-wide (e.g., Executive Committees all levels; coaches, officials, canteen workers etc)	4.2 Induction Course completed state-wide
4.3 Continued involvement in National & State Biosecurity & Horse Welfare Policies	4.3 Continued Representation through National & State Associations of relevant peak Bodies; i.e., Australian Horse Industry Council, Qld Horse Industry Council etc	4.3 Appropriate representation 4.3.1 Horse Welfare Prioritised
4.4 Affordable comprehensive insurance cover (as per PCA Insurance Policy), sound risk management & a continued focus on the safety of volunteers, riders & the well-being of their animals.	4.4 Insurance claims are monitored & minimised through sound risk management practices	4.4 Number of Insurance Claims minimised
4.5 Assist clubs & members to make informed decisions regarding vaccinations & other issues through the unbiased dissemination of reliable information & a relevant education program	4.5 Executive Committee to continually work to improve communication & general services to members through ongoing production of E bulletins, website, social media platforms & other printed resources	4.5 Distribution of information through website & electronic media to every club & zone secretary, State delegate, Regional Directors & Chief Instructor Panel members as well as subscribers monthly.