

# The Welsh Pony & Cob Society of Australia Inc.

*'Established in 1969'*

## STRATEGIC PLAN 2023-2026



THE BREED FOR ALL THE FAMILY

### STRATEGIC PLAN 2023-2026

The members of the Welsh Pony and Cob Society of Australia Inc. expect the affairs of the Society will be conducted in a fair, transparent and businesslike manner.

This three-year Strategic Plan has been developed by the Committee of Management with the aim of producing a practical, clear and unambiguous statement with vision, objectives and strategies to deliver it.

It defines measurable targets, priorities and costs and is a commitment to responsible long-term planning, being mindful of the future needs of the Society and its members while maintaining the costs to members at competitive rates.

### VISION STATEMENT

*To preserve and promote the Welsh Breeds, maintain an accurate studbook and conduct the affairs of the Welsh Pony & Cob Society of Australia with honesty and integrity.*

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## MEMBERSHIP

- Retain existing members and encourage new members.
- Promote the Society via target areas of ARC, pony dressage, leading rein/first ridden, jumping, hunter, harness and Inter-school competitions.
- Encourage young people 25 years and under to become members and participate in Society activities.
- Encourage members to participate in RPG and Society activities and management.
- Provide activities and events for the 'non-showing' members.
- Encourage members to register all eligible animals with the Society.
- Acknowledge WPCSA panel judges experience and encourage interested members to qualify for the panel.

### STRATEGIES TO ACHIEVE GOALS

- Continue to promote the success of Welsh ponies, cobs and Part Welsh in the target areas by growing the Performance Competition, Achiever Awards program and dressage medals.
- Grow ARC as a prestigious event with the continuing of the Mini-Championship and introduction of a Show Hunter Championship.
- Investigate holding the ARC Final in other states .
- Encourage younger members to fill specific co-opted positions on RPGs and sub-committees.
- Involve young members in the Committee of Management.
- Continue to build the Junior Club and Young People's Group to provide for all age groups. Continue to offer classes for YEP subscribers at Society shows and children's classes at nominated shows and events.
- Recognise young members' achievements via Action, the website and Society Journal.
- Recognise members with 'family' ponies by encouraging articles in Action and the Journal.
- Promote the Young Judges Competition and encourage RPGs to hold information sessions for younger members and offer mentoring to aspiring young judges and enthusiasts.
- Promote the Welsh breed with organizations such as Hunter Horse Association, Show Horse Council, Australian Carriage Driving Association, Inter-school competitions etc.
- Encourage RPGs and sub committees to offer Little Red Dragon shows and classes as required in target areas and hold events that cater for all members interests, such as family fun activity days based on the Little Red Dragon concept.
- Introduction of a three-tiered Judges Panel to acknowledge experience and encourage prospective judges.

### PERFORMANCE INDICATOR AS MEASURED BY:

- Monitor membership for increase percentage in renewals of membership.
- Measure increase in Junior Club, Young Peoples' Group and Society memberships in the under 25 age group.
- Attract younger member (s) to COM.
- Monitor numbers of members competing in performance classes at Society Shows and success in open competition.
- Increase in activity and events and monitoring of participation.
- Measure number of members applying for the Judges' Panel, participating in Society management and Society events.
- Monitor registrations for increase in numbers.

## GOVERNANCE & FINANCE

- Maintain staffing at a level that ensures prompt efficient services to members.
- Encourage member representation from all areas of Australia with experience in governance, financial, human resource management, promotional, advertising and publication skills to stand for election to RPGs and the Committee of Management.
- Be committed to responsible long-term planning and budgeting, evaluating investment outcomes and financial performance of the business.
- Maintain current financial assets.
- Be proactive in managing Society affairs in state, national and global emergencies in an efficient and prudent manner.
- Respect all members and govern the Society in a fair, responsible and transparent manner.
- Provide quality services to members and non-members at competitive rates.
- Simplify Office processes and adopt new technologies to better assist office staff, COM and RPG office bearers to undertake their roles.

### STRATEGIES TO ACHIEVE GOALS

- Regular staff reviews and monitoring of member satisfaction.
- Formulate an annual Office Strategic Plan, in consultation with staff in formulating goal areas, and tying goals with staff review goals.
- Transparency regarding how funds are used via AGM, information days, Action, the website and memos to RPGs.

- Continue the Annual Workshop to plan the budget, to monitor finances and to justify new objectives and modification to goals and strategies.
- Monitor investments regularly for best returns.
- Allocate bank interest to specific programs through the budget.
- Source sponsorship for Society events and programs such as ARC, the Performance Competition, dressage medals, Sire's Rating competition and YEP.
- Increase income by attracting membership and registrations from the target areas.
- Ensure all COM and members are conversant with relevant Society Codes of Conduct and address all complaints fairly, consistently and promptly, referring to the Society Complaints procedure.
- Move to a more paperless office, for example, pony registrations and membership online and increase use of applications such as Form Filler.

#### **PERFORMANCE INDICATOR AS MEASURED BY:**

- Measure increase in membership and attendance at COM, AGM and information meetings.
- Monitor investment returns regularly.
- Monitor renewal of sponsorship agreements.
- Review monthly and annual financial reports.
- Regular reviews of staff output, including the meeting of timelines and suggestions for improving processes and procedures.
- Regular reviews of staff output and meeting of timelines.
- Monitoring numbers of complaints of breaches of Codes of Conduct.

## **PROMOTION**

- Provide quality promotional programs promoting the Society trademark The Breed for all the Family.
- Promote the breed utilizing suitable media with wide reaching audiences such as a Society Facebook page to promote the success at open and Welsh events.
- Promote the breed in a wide variety of activities particularly in the target areas.
- Hold regular online auctions of Welsh ponies, cobs and Part Welsh promoting to a wide audience.
- Provide a range of quality promotional goods for sale.
- Expand the media library, including photos and DVDs retained in the National Office.
- RPGs to review and promote classes at Agricultural Shows and other events for Society members.
- Use the new Society website as a tool to promote the Society and breed.
- Hold regular online auctions using a Society run platform.

#### **STRATEGIES TO ACHIEVE GOALS**

- Regularly review promotional and advertising campaigns related to target areas.
- Review annually sponsorship program for targeted areas.
- Review the range of promotional goods ensuring quality items are available.
- Promote the suitability of Welsh and Part Welsh in all performance areas.
- Ensure the new Society website is up to date, informative and engaging for members and enthusiasts.
- Expanded use of Facebook and other social media.

#### **PERFORMANCE INDICATOR AS MEASURED BY:**

- Monitoring the success of Welsh and Part Welsh in target areas.
- Measure percentage increase in sales of promotional goods.
- Monitor increase in membership and income.
- Monitor entries at events and transfers / sales of animals.
- Monitor satisfaction of users with the website.
- Monitor reactions to Facebook and other social media posts.
- Monitor sales and viewing of online sales and the success of animals sold in the online sales.

## **COMMUNICATION & EDUCATION**

- Educational and informative seminars to be held bi-annually in all States.
- Annual Show and Judge Regulation updates to all Panel Judges.
- Communication between COM and members, RPGs and other sub committees to be clear and transparent.
- RPGs and sub-committees to be kept updated on changes to the 'Standard Operating Procedures Manual', Risk Management and rules and regulations.
- RPGs to communicate with each other on show dates, use of judges etc.
- Continue membership of the Australian Horse Industry Council.

## STRATEGIES TO ACHIEVE GOALS

- COM communication to members and sub-committees at the Annual Conference / Delegates meeting and other opportunities.
- COM to liaise with RPGs and sub-committees regarding programs for seminars and information days to ensure quality and consistency of presentations.
- Promote Society seminars and education days to members and enthusiasts.
- Encourage and assist RPGs and sub-committees to hold seminars.
- Online quiz for Panel judges to review Show and Judge Regulations updates.
- National Office to provide regular updated information via Action, the RPG Newsletter and other media to RPGs, sub committees and members.
- The annual Delegates Meeting to be used as a tool for discussion and sharing of information with RPGs and sub-committees.
- COM representative to provide information from the AHIC to COM and members.
- Use ACTION, the Journal, Facebook and other social media to educate and inform members.

## PERFORMANCE INDICATOR AS MEASURED BY:

- Monitor attendance at seminars and information days.
- Monitor RPG and sub-committee meeting attendances.
- Monitor phone calls and complaints to the office from RPGs, sub-committees and members.
- Monitor the success of Welsh and Part Welsh in target areas.
- Monitor Panel Judge success on online quiz.

## SOCIETY IMAGE

- Staff to provide professional and quality services.
- Members, volunteers and staff to be treated with respect.
- Advertising and promotion to be of a professional standard.
- The Stud Book program to be regularly updated.
- Risk Management Policy to be regularly reviewed.
- Occupational Health and Safety requirements are to be met.
- Increase the number and professional ability of members on the Society's Judges' Panel.
- COM members to set an example to members in adhering to Codes of Conduct and Society Rules and Regulations.

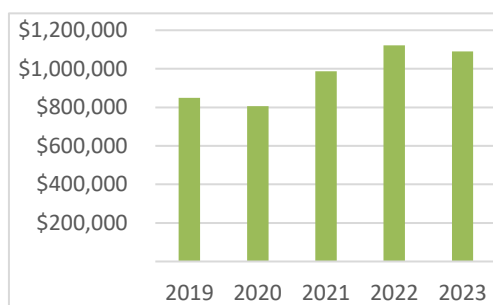
## STRATEGIES TO ACHIEVE GOALS

- Provide pro-active staff training program to continually improve performance.
- Promote all Codes of Conduct and Society policies to members and exhibitors to ensure an acceptable level of behavior at shows and Society events.
- Address complaints in a timely, fair and consistent manner following Society procedures.
- Promote the Judges Code of Conduct and all other Society Codes of Conduct and provide all policies in new member information.
- OH&S requirements in the office and elsewhere to be reviewed regularly and applied by staff, RPGS and sub committees.
- Regular communication with RPGs and members via regular mail outs, social media and e-news.
- Regular informative seminars for judges and aspiring judges.
- Regular Judges Assessments to be held as as numbers allow.

## PERFORMANCE INDICATOR AS MEASURED BY:

- Monitor Judges Panel numbers.
- Review incident reports annually.
- Monitor complaints of Code of Conduct breaches.

CURRENT ASSETS 2019-2023



MEMBERSHIP 2019-2023

