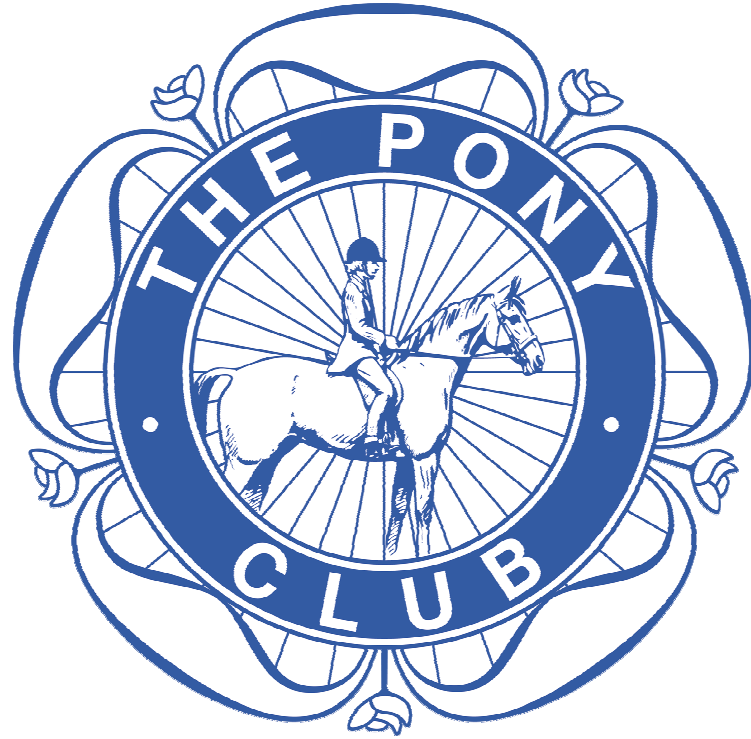


THE PONY CLUB



Strategic & Operational Plan 2011 to 2015

Revised January 2012

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Key

- C.E. – Chief Executive
- C.M – Centre Membership



1 Executive Summary

This operational plan outlines the detailed strategies and actions which The Pony Club will work on for 2011 - 2015

The mission of

The Pony Club is: *To be the leading equestrian training organisation in the UK for young people.*

The vision of *To encourage young people to ride and to learn to enjoy all kinds of sport connected with ponies or horses and riding.*

The Pony Club is: *To give instruction in riding and horsemanship and to educate Members to look after and to take proper care of animals.*

To promote the highest ideals of sportsmanship, citizenship and loyalty to create strength of character and self-discipline, health and well being.

The goals of
The Pony Club
are:

- 1. Management** To be well organised, financially secure and responsive to Members needs.
- 2. Training** Develop and maintain a world class reputation as a youth training organisation in selected disciplines at every level.
Develop the coaching, training and organisational skills of instructors, Members and volunteers.
- 3. Membership** Promote membership to children throughout the U.K.
Develop public awareness of the opportunity to “join and learn”
Encourage the participation of volunteers
- 4. Developing potential** Develop opportunities to compete in equestrian sport to the highest standards, increase participation at all levels and to promote opportunities for continued equestrian activities post Pony Club age for all levels of ability.
- 5. Promote access** Promote public awareness of equestrianism, animal welfare and access to tuition and riding through our website, publications, DVDs and E-learning.



The major initiatives The Pony Club will focus on from 2011 - 2015:

Area	Initiatives	Targets	Outcome
Governance and Management	Review the Corporate model to ensure <ol style="list-style-type: none"> 1. compliance with the Charities Act 2006. 2. effective communication with stakeholders 3. that the necessary skills are available within the organisation 4. To keep governance under constant review. 5. Establish succession planning at all levels 		Modern, effective organisation. Well led, well managed
Membership	Development of the Branch and Centre network Raise awareness of The Pony Club with both riders and potential riders Foster loyalty of existing Members.	Committee support structure Shows and events attended. Increase perceived value of Pony Club membership.	Increased Membership. Increase in the average term of Membership.
Training	Continual Professional Development (C.P.D.) programme for registered instructors. Young instructor volunteer training programme Development of distance learning through the website and PonyPrep	Training days held nation wide. Training available to senior Members	Quality instruction available to all Members.
Developing Potential	Training for excellence Co-ordinated programme of competition to enable Members to develop competitive experience Work with the disciplines to provide continuity of competition structure & rules	Regional training available for talented riders Branch, Area and national competition for Members including novice competitions.	Development of talent
Promote access	Promoting access to riding through Centres Increasing animal welfare through use of DVDs and publications and distance learning.		Increased awareness Participation



2 Introduction

The Pony Club is a youth training and leisure organisation. It exists to deliver enjoyment and tangible benefit to young people within an equestrian environment. In so doing, The Pony Club contributes to their development as individuals and members of society and contributes value to their parents and families.

The objectives of The Pony Club are:-

- To encourage young people of all abilities 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 animals.
- To promote the highest ideals of sportsmanship, citizenship and loyalty, thereby cultivating strength of character, personal fitness and self-discipline.
- To promote the welfare of all horses & ponies

The British Equestrian Federation (of which The Pony Club is a member) agrees the overall strategy for equestrian sport and leisure in the United Kingdom. The Pony Club has a pivotal role in this strategy. It works in partnership with the other member bodies of the British Equestrian Federation to give young riders the fundamental knowledge and skills to be able to fulfil their true potential as adult members of those member bodies. The Pony Club recognises the three areas of this strategy:-

- Widening opportunities
- Developing potential
- Achieving excellence

These areas are in line with the objectives of The Pony Club which are delivered by the network of Branches and Centres throughout the United Kingdom. Centre Membership is intended for anyone who rides at approved Riding Schools, but who does not own a pony, to become a Member of The Pony Club.

UK Sport has identified key success factors for governing bodies of sports, these are introduced as part of this strategy to enable realistic targets to be set. Performance indicators are introduced to continuously assess the performance of the organisation ensuring a consistent focus upon the stated objectives.



2.1 Priorities for The Pony Club during 2011 / 2015

The major priorities to be continued or achieved:

GOVERNANCE AND MANAGEMENT

- STRATEGY – Continual review of the Corporate Governance Model of The Pony Club.
- DEVELOPMENT – Maintain and enhance an appropriate team and structure to effectively implement Pony Club strategies.
- MAINTAINANCE - Ensure that The Pony Club is managed effectively on an ongoing basis.
- FINANCE - Secure funding and provide resources to assist in the delivery of the policies and objectives of The Pony Club.
- PARTNERSHIPS - Work in partnership with other members of the BEF, certain equine welfare charities and the equestrian trade and press to further the aims of The Pony Club and where appropriate other youth and voluntary bodies.

MEMBERSHIP

- NEW MEMBERS - Build awareness of The Pony Club and what it has to offer for young people who ride.
- EXISTING MEMBERS - Improve The Pony Club experience thereby improving the loyalty of the membership.
- VOLUNTEERS - Make information and training readily available to the army of volunteers who run the Branch network.
- CENTRES – Promote and further the development of Centre Membership and make information readily available to Centre Proprietors.
- COMMUNICATION & IT - Develop and maintain communications and IT systems

TRAINING

- PROFESSIONAL DEVELOPMENT - Continuous professional development programme for registered instructors to maintain the highest standards of instruction for Members at all ages and levels of ability.
- NEW INSTRUCTORS - Young Instructor programme to develop the coaching skills of senior Members and achieve The Pony Club Coaching Certificate.
- TRAINING FOR EXCELLENCE – Regional training for Members showing particular promise in competition in partnership with other BEF member bodies.
- SPECIALIST INSTRUCTION - Visiting Coach programme for Branch and Centre Members to benefit from specialist coaching.
- PROGRESSIVE TESTS - Programme of Achievement Badges in many aspects of safe care and handling of ponies. An established system of highly regarded proficiency tests to enable Members to measure their progress and skills.
- PUBLICATIONS - Publish a range of educational and fun books and other visual aids to learning and instruction to support the training.

DEVELOPING POTENTIAL

- Annual programme of qualifiers for the National Pony Club Championships.
- Regional and National representative Competitions.
- Continued liaison with BEF member bodies regarding the progression of Members.
- Review the range of disciplines available and consider the introduction of new activities.



3 STRATEGIC DIRECTION OF THE PONY CLUB

3.1 *Vision Statement*

**To encourage young people to ride and to learn to enjoy all kinds of sport connected with ponies and riding.
To give instruction in riding and horsemanship and to educate Members to look after and to take proper care of animals.
To promote the highest ideals of sportsmanship, citizenship and loyalty to create strength of character, personal fitness and self-discipline.**

Based on:

- Excellence in education and training at all levels
- A broad membership base
- Membership satisfaction
- Volunteer and employee motivation
- Local, Inter-Branch, Inter-Centre, regional and national team competition & individual competition

3.2 *Mission Statement*

To be the leading equestrian training organisation in the UK for young people.



3.3 Goals

- 1. Management** **To be well organised, financially secure and responsive to Members needs.**

- 2. Membership** **Increasing & sustaining the membership of both Branches and Centres through increased satisfaction and loyalty.
Develop public awareness of the opportunity to join and learn.**

- 3. Training** **Develop and maintain a world class reputation as a youth training organisation in equestrian disciplines at every level.
Develop the coaching and training skills of examiners, instructors and Members
Encourage the participation of volunteers.**

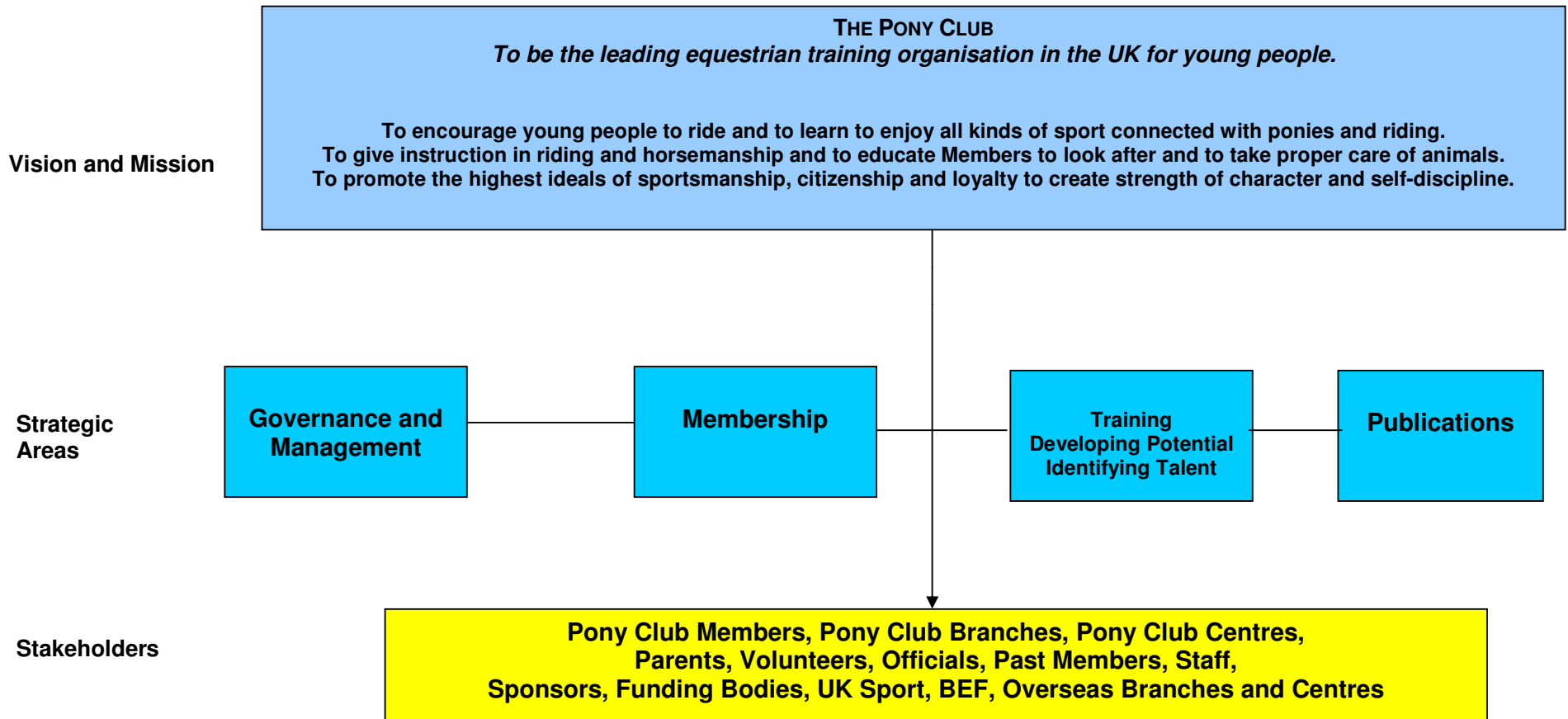
- 4. Developing potential** **Develop opportunities to compete in equestrian sport to the highest standards and to promote continued participation in equestrian activities after Pony Club for all levels of ability.**

- 5. Promote access** **Promote public awareness of equestrianism, animal welfare and access to tuition and riding through our website, publications, DVDs and distance learning.**



3.4 The Pony Club Strategic Model

The model outlining the role and strategic direction of The Pony Club:



3.5 Core Functions Of The Pony Club

The core functions of The Pony Club are

1. Governance and Management

This relates to how The Pony Club governs and manages itself as an organisation. The framework is established by the Memorandum and Articles of Association, and then expanded by the Rules of The Pony Club, which are published in the annual Year Book.

In 2008, the constitution of The Pony Club was revised so as to give responsibility for the governance (including policy, strategic direction and finance) to a Board of Trustees. Reporting to the Board of Trustees is the Equestrian Council, which is responsible for all Equestrian matters, including Branch and Centre Membership.

2. Membership

The Pony Club is a membership organisation that exists for the benefit of the Members. The Pony Club must identify the requirements and aspirations of Members and their parents / guardians. It is by satisfying those requirements that success will be measured.

3. Training

The Pony Club trains Members to care for horses and ponies properly and to be able to gain pleasure from riding. This training starts from the first time they ride and can take a Member up to national competition and/or a professional qualification to teach others to ride and to care for horses and ponies. Many parents have little equestrian knowledge so can benefit from being involved in the training process as well. As a prestigious youth training organisation, The Pony Club also places a great emphasis on the promotion of sportsmanship, equine welfare, citizenship and self-discipline.

4. Developing Potential

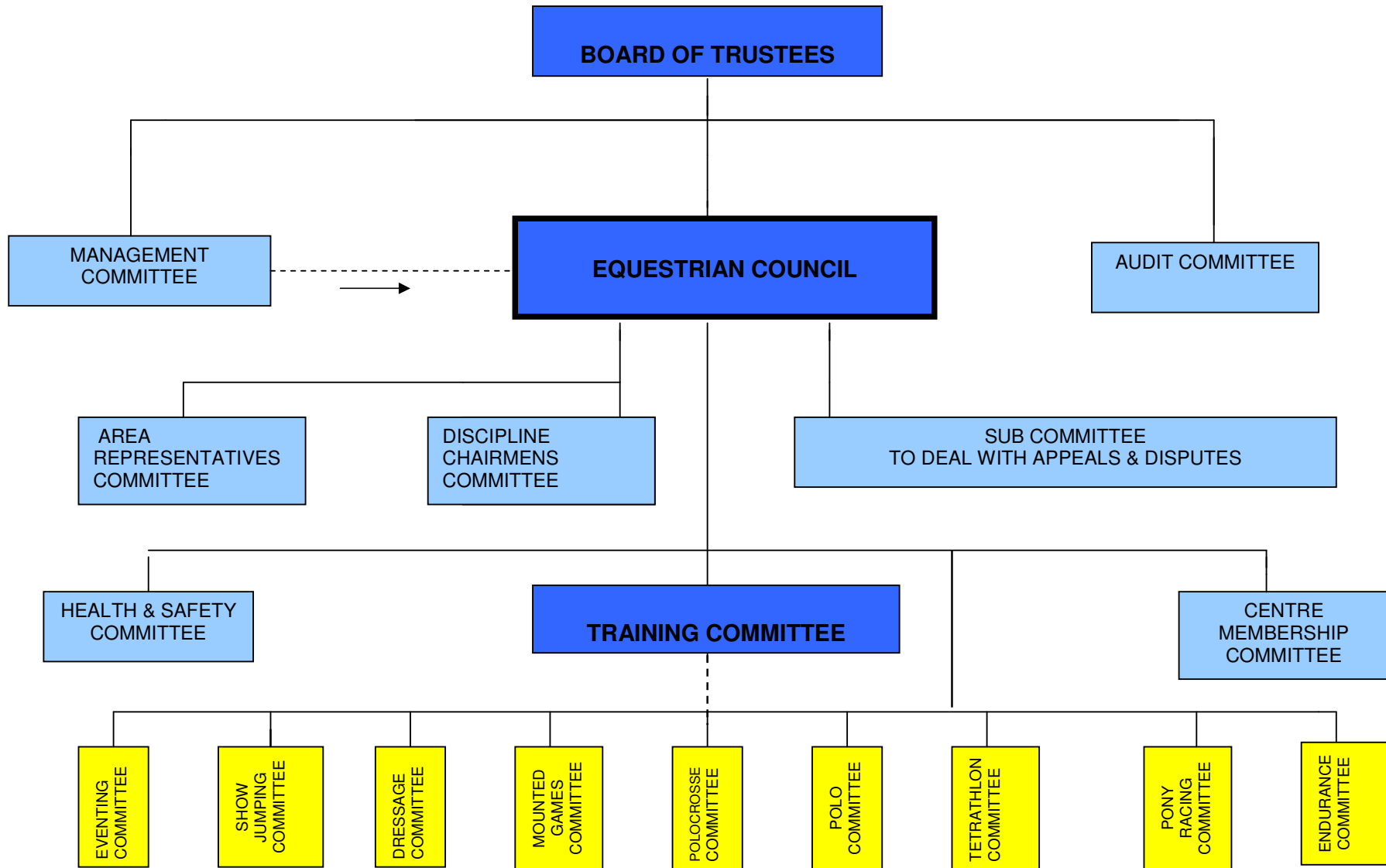
Each Member has a potential to develop both as a person and as a rider. By developing this potential The Pony Club provides a secure foundation for British riding talent. A small number are able to become International riders, many become competent riding instructors. Many Members will continue to ride for pleasure in later life, some becoming Members of other BEF Member Bodies. All Members are encouraged to develop as individuals prepared for whatever walk of life they choose. Success in this regard is measured by the number of ex-Members who become volunteers whose children become Members in their turn, and continue to ride. Success can also be measured by the number of ex Pony Club Members who reach and achieve on the National & International stage.

5. Promoting access

The Pony Club has a comprehensive list of publications and DVDs which are available throughout the world. This together with the website makes it possible for the public to gain access to publications and information.



3.6 Governance & Management Structure of The Pony Club



4 Pony Club Strategies and Action Plan for 2011 / 2015

4.1 Governance and Management of The Pony Club

Governance of The Pony Club

1. STRATEGY - To maintain an effective Management team and structure that is able to efficiently agree and deliver a long term strategy for The Pony Club.

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Review overall performance of The Pony Club towards its strategic aims and objectives	Performance review presented to the Board of Trustees	Board of Trustees	First Quarter of each year	First Quarter of each year	Achieved 2010 / 2011
2. Assess professional development requirements for Trustees.	Training plan	Board of Trustees	First Quarter of each year or on appointment	Fourth Quarter of each year	Achieved 2010 / 2011
3. Provide induction training for new Trustees		Board of Trustees			
4. Identify areas of necessary expertise that are not available within existing resources. Formulate a plan to secure the required expertise	Appoint Trustees	Board of Trustees	Third Quarter of each year	Fourth Quarter of each year	Achieved 2010 / 2011
5. Review policies - Financial, Human Resources, Ethics, Health & Safety, Child Protection are all relevant to current needs and identify areas that need to be covered by a specific policy statement.	Policies agreed	Management Committee & Board of Trustees	First Quarter of each year	Fourth Quarter of each year	Achieved 2010 / 2011
6. Review Annual Operations Plans and outcomes	Review complete	Board of Trustees	Fourth Quarter of each year	First Quarter of each year	Achieved 2010 / 2011
7. Prepare and approve Annual plan	Plan approved	Board of Trustees	Fourth Quarter of each year	Fourth Quarter of each year	Achieved 2010 / 2011



Management of The Pony Club

2. DEVELOPMENT – Maintain an appropriate team and structure to effectively implement Pony Club strategies

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Determine staffing levels required to meet work load.	Staff levels agreed	C.E. & Board of Trustees	First Quarter of each year	First Quarter of each year	2010 still need an extra member of staff to assist with I.T. & P.R. departments 2011 completed
2. Agree Annual Budget Levels	Budget Agreed	Treasurer & Board of Trustees	Third Quarter of each year	Third Quarter of each year	Completed 2010 / 2011
3. Recruit staff to agreed levels	Staff appointed	C.E.	Ongoing	Ongoing	Staff appointed 2010 / 2011
4. Identify training needs for staff development	Courses attended	C.E.	Ongoing	Ongoing	2010 7 staff members attended courses 2011 5 staff members attended courses

3. MAINTENANCE - Ensure that The Pony Club is managed effectively on an ongoing basis

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Review performance of Chief Executive	Performance appraisal	Chairman / Vice Chairman / Treasurer	Second Quarter of each year	Second Quarter of each year	
2. Review performance of Management Committee and Discipline Committees	Performance appraisal	Board of Trustees	On Going	On Going	
3. Annual review of staff performance	Performance appraisal	C.E.	Currently on Anniversary of starting date	By end of year	2010 complete 2011
4. Annual Review The Pony Club Web Site	Actions agreed	Management Committee	Fourth Quarter of each year	Fourth Quarter of each year.	Continually Reviewed & updated



3. FINANCE - Ensure financial security and provide resources to assist in the delivery of the policies and objectives of The Pony Club

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Maintain financial system	Monthly update	Finance Department & Treasurer	On Going	On Going	Achieved 2010 /2011
2. Prepare monthly management accounts	Accounts	Finance Department & Treasurer	On Going	On Going	Achieved 2010 / 2011
3. Prepare annual statements	Statement	Treasurer	On Going	On Going	Achieved 2010 / 2011
4. Complete Tax returns	Returns	Treasurer	On Going	On Going	Achieved 2010 / 2011
5. Comply with company & regulatory requirements	Complied	Treasurer	On Going	On Going	Achieved 2010 / 2011
6. Ensure that there is adequate insurance cover	Insurance Policy	Treasurer & C.E.	Second Quarter of each year	Third Quarter of each year	Achieved 2010 / 2011
7. Sponsorship – Review current sponsorship arrangements to ensure Sponsors needs are being met.	Report	C.E.	Third Quarter of each year for following year	Fourth Quarter of each year	Achieved 2010 / 2011
8. Prepare information packs for potential sponsors at national, Regional and Branch level	Packs available	C.E	First Quarter of each year	First Quarter of each year	Achieved 2010 / 2011
9. Investigate potential Members benefit packages with existing sponsors.	Information available	C.E.	First Quarter of each year	On Going	Achieved 2010 / 2011
10. Grants – Investigate the possible grants available for Members, Volunteers and Staff.	Grants Identified	Management Committee & C.E.	On Going	On Going	Sport England Grants attained 2010 / 2011
11. Trading – Manage The Pony Club trading enterprise to obtain an increase in turnover and profit during the year.	Sales figures	Merchandising & Publications manager. Appointed Trustee	On Going	Fourth Quarter of each year	Achieved 2010 / 2011
12. Ensure Pony Club qualifies as a charity thus securing Gift Aid and Charitable status		Trustees Treasurer			Achieved 2010 / 2011
13. Utilise the Membership Database to better record Gift Aid and subscription information	Gift Aid can be processed internally	I.T Systems Developer, Treasurer	First Quarter 2012	Fourth Quarter 2013	Initial development and testing



5. PARTNERSHIPS - Work in partnership with other members of the BEF and the equestrian trade and press to further the aims of The Pony Club

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Develop and maintain close contacts with each of the member bodies of the British Equestrian Federation	Regular communication	C.E. & Discipline Chairmen	On Going	On Going	Contacts achieved 2010 / 2011
2. Develop and maintain contacts with equestrian publications.	Regular communication	Pony Club Press Officer. P.R. / Marketing Executive C.E.	On Going	On Going	Contacts achieved 2010 / 2011
3. Develop and maintain contacts with the British Equestrian Trade Association.	Regular communication	Merchandising Department Health & Safety Director	On Going	On Going	Contacts achieved 2010 / 2011
4. Develop and maintain contacts with other youth organisations	Regular communication	C.E.	On Going	On Going	
5. Develop & maintain contacts with Animal Welfare Groups	Regular communication	C.E.	On Going	On Going	Contacts achieved 2010 / 2011
6. Maintain contacts with The Pony Club Worldwide and establish procedures for Overseas exchanges both competitive and cultural	Attendance at bi-annual International Alliance meeting and Regular communication	Chairman & C.E.	On Going	On Going	Meeting attended 2011



4.2 Membership

1. NEW MEMBERS - Build awareness of The Pony Club and what it has to offer for young people who ride or who wish to ride.

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Identify opportunities to inform first riders and their parents of the benefits of Pony Club Membership of both Branches and Centres.	Opportunities identified	Membership Working Group	On Going	On Going	Membership packs produced Membership desk on trade stands for direct recruitment. More shows attended. The availability of PonyPrep.
2. Recruitment initiative to increase the number of linked Centres participating in the Centre Membership scheme	Number of linked Centres	C.M. Executive Officer & Centre Co-ordinators	On Going	Fourth Quarter of each year	Increase in Centres achieved 2010 / 2011
3. Prepare trade stand for major national shows and events	Occasions trade stand used	Merchandising Manager	On Going	Fourth Quarter of each year	Shows attended 2010 / 2011
4. Prepare trade stand materials for regional and local shows and events	Occasions materials used	Merchandising Manager & A.R's	First Quarter of each year	First Quarter of each year	Achieved 2010 / 2011

2. EXISTING MEMBERS - Improve The Pony Club experience thereby improving the loyalty of the Membership

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Identify the needs of Branch Members, their likes and dislikes, and their reasons for discontinuing Membership	Needs Identified	A.R's & P.R. & Marketing	On Going	On Going	On-line survey produced by P.R. & Marketing Executive
2. Identify the needs of Centre Members, their likes and dislikes, and their reasons for discontinuing Membership.	Needs Identified	C.M. Executive Officer & Centre Co-ordinators	On Going	On Going	On-line Survey by Centre Membership Executive Officer.
3. Build closer partnerships between individual Branches and Centres	Partnerships	A.R's & Centre Co-ordinators	On Going	On Going	An increase in closer relationships achieved
4. Organise exchange visits with overseas Branches of The Pony Club	Visits arranged	Individual Discipline Chairman / Secretaries & Branch Committees	On Going	On Going	Achieved 2010 / 2011



3. VOLUNTEERS - Make information and training readily available to the army of volunteers who run the Branch network.

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Publish annually the Year Book, Discipline & Health & Safety rule books, and guidance for event organisers	Books published	C.E. Discipline Chairmen & Discipline Secretaries	Fourth Quarter of each year	Fourth Quarter of each year	Completed 2010 / 2011
2. Regular Bulletin circulated to Branches	Bulletin	C.E. & Secretaries	On Going	On Going	Achieved 2010 / 2011
3. Training course available to volunteers <ul style="list-style-type: none"> a. District Commissioner Induction Training b. Eventing Stewards & Organisers c. Tetrathlon Stewards & Organisers d. Health & Safety e. Child Protection f. Mounted Games Study Days 	Courses run	Chairman of The Pony Club Chairman of Eventing Chairman of Tetrathlon Chairman of Health & Safety Chairman of Health & Safety Chairman of Mounted Games	First Quarter of each year	Fourth Quarter of each year	All achieved for 2010 / 2011
4. Information available on Web site	Web pages	Senior Executive Secretary	On Going	On Going	Achieved 2010 / 2011
5. Publicise Pony Club Manual and full range of publications to volunteers	Sales	Pony Club Press Officer / P.R. & Marketing Executive	On Going	On Going	Achieved 2010 / 2011
6. Two way communications with volunteers <ul style="list-style-type: none"> a. Annual Conference b. Area Representatives visits to Branches c. Area Meetings 	Conference Held Visits made	C.E. & Secretary to Chairman and C.E. A.R's	On Going	On Going	Achieved 2010 / 2011
7. Investigation & potential implementation of online knowledge base to assist key volunteers in their roles	Knowledge base visits and volunteer feedback	I.T. Systems Developer & Secretary of D.C. Training	First Quarter 2012	Stage 1 in third quarter of 2012	Initial investigation
8. Continual Development of Membership Database in order to ease level of administration and improve communication with key volunteers	User Feedback	I.T. Systems Developer	On Going	On Going	Fully functional and successful system implemented. Currently investigating potential improvements



4. CENTRES - Make information readily available to Centre Proprietors.

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Bulletin circulated to Centres	Bulletin	Centre Membership Executive Officer	On going	On going	Achieved 2010 / 2011
2. Proprietors' days organised	Days organised	Centre Membership Executive Officer	On going	On going	Achieved 2010 / 2011
3. Information available on Web site	Web pages	Centre Membership Executive Officer	On going	On going	Achieved 2010 / 2011
4. Publicise Pony Club Manual and full range of publications to Centre proprietors.	Sales	Pony Club Press Officer / P.R. & Marketing Executive	On going	On going	Achieved 2010 / 2011
5. Improved Database. Commence migration of Database to new system	Database reports	IT Development Officer / Centre Membership Executive Officer	On going	On going	Achieved 2010 / 2011. Initial investigation into migration.
6. Improve Renewal Rates	Membership figures	Centre Membership Executive Officer / Centre Proprietors	On going	On going	In progress 2010 Online payment methods being looked into
7. Regional Coordinator Activity	Centre visits / reports	Centre Membership Executive Officer / Regional Coordinators	On going	On going	Achieved 2010 / 2011
8. Child Protection	CRB forms returned or CP courses attended	H&S Chairman / H&S Secretary / Centre Membership Executive Officer	On going	On going	Achieved 2010 / 2011
9. Regional Co-ordinators Training Workshops	Workshops held	Centre Membership Executive Officer	Second Quarter of each year	Second Quarter of each year	
10. Log in facility for Centre Proprietors to check current Members	Facility availed	IT Development Officer / Centre Membership Executive Officer	Fourth Quarter 2011	Third Quarter 2012	
11. Investigation and implementation of online payment for Centre Membership	Accepting online renewals and Membership	IT Systems Developer & Centre Membership Executive Officer	Third Quarter of 2011	Third Quarter of 2012	Initial investigation made



5. COMMUNICATIONS & IT – Develop and maintain communications and IT systems

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Identify the needs of Members, Centres Branches and HQ	Investigation Complete	IT Systems Developer, P.R. & Marketing Executive	Start of each quarter	On Going to match continued development	On going to continually improve services offered
2. Update Branch Website system to offer new features, layouts and optimisations	New Branch sites released	I.T. Systems Developer	Q1 2012	Q2 2012	Initial preparation and design
3. Continually investigate and improve IT systems as required, including websites, internal systems and Membership database	Feedback & Improvements made	I.T. Systems Developer	On Going	On Going	On Going investigation to improve services
4. Establish and improve communications with key volunteers and officials.	Email templates created and used. Tailoring email content to fit the needs.	I.T. Systems Developer, P.R. & Marketing Executive	Q1 2012	Q4 2012	Initial research into learning systems and communications integration
4. Utilise the Membership Database to identify key Membership statistics and to communicate with Members.	Key statistics identified and analysed. In contact with Members	I.T Systems Developer, P.R. & Marketing Executive	On Going	On Going	Occasional contact with Members has been made, key data is produced although not fully analysed.
5. Investigation & implementation of online event entry systems	Online entries accepted	I.T. Systems Developer & Championship Secretaries	Third Quarter of 2011	Second Quarter of 2012	Pilot programme commenced Q4 2011
6. Further development of PonyPrep including new material & functions to promote The Pony Club	Wider target audience reached	I. T Systems Developer, Training Officer & P.R. & Marketing Executive	Second Quarter of 2011	First Quarter of 2012	Part way through release of new material



4.3 Training

1. PROFESSIONAL DEVELOPMENT – Continual professional development (C.P.D.) programme for registered instructors to maintain highest level of instruction for Members

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Maintain register of approved instructors including a record of their development training.	Database	Chairman of Training & Training Officer	First Quarter of each year	On Going	Achieved 2010 / 2011
2. Organise annual national instructors conferences	Conferences run	Chairman of Training & Training Officer	First Quarter of each year	On Going	Achieved 2010 / 2011
3. Run C.P.D. courses for instructors in all Pony Club areas	Courses run	Area Representatives	First Quarter of each year	On Going	Achieved 2010 / 2011
4. Publicise Pony Club Manual and full range of publications to Instructors, trainers, equestrian centres and Members	Sales	Press Officer P.R. / Marketing Executive	On going	On going	Achieved 2010 / 2011
5. Development and improvement of the Instructors Database including level of data captured and usefulness at all levels of the organisation.	Updates made to meet needs	I.T. Systems Developer, Training	First Quarter of 2011	On Going	Initial database has been developed and populated.

2. NEW INSTRUCTORS - Young Instructor programme to develop the coaching skills of senior Members

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Introductory Instructors courses for Members	Courses run	Area Representatives Or D.C's	First Quarter of each year	On Going	Introduction to Coaching Courses run. 2010 / 2011
2. Records maintained of Young Instructors training experience	Branch records Central register	Branch DCs Training Officer	First Quarter of each year	On Going	Achieved 2010 / 2011
3. Annual Residential Young Instructors Advanced course	Courses run	Chairman of Training & Training Officer	First Quarter of each year	On Going	Achieved 2010 / 2011
4. Further development of coaching Courses for Members	Courses run	AR's or D.C's	First Quarter of each year	Fourth Quarter of each year	Achieved 2010 / 2011
5. Coaching Certificate for Members who have achieved B Test	Certificates Awarded	Area Reps. or D.C's	Throughout year	Fourth Quarter of each year	Achieved 2011



3. TRAINING FOR EXCELLENCE – Regional Training for Members showing particular promise in competition in partnership with other BEF Member Bodies

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Investigate the funding available for training and developing potential of talented riders	Funding identified	Management Committee Appointed Trustee ?	Second Quarter of each year	Fourth Quarter of each year	
2. Investigate and develop opportunities for training talented riders in partnership with individual discipline governing bodies	Opportunities identified	Chairman of Training & Discipline Chairmen	First Quarter of each year	Fourth Quarter of each year	Achieved 2010 / 2011
3. Regional training for competitors	Courses run	Chairman of Training & Discipline Chairmen & A.R's	First Quarter of each year	On Going	Achieved 2010 / 2011
4. Training bursaries presented to riders who show promise at National events	Bursaries awarded	Chairman of Training & Discipline Chairmen	First Quarter of each year	On Going	Achieved 2010 / 2011

4. SPECIALIST INSTRUCTION - Visiting Coach programme for Branch and Centre Members to benefit from specialist instruction

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Maintain and publish register of Visiting Coaches	Central register	Chairman of Training & Training Officer	First Quarter of each year	On Going	Achieved 2010 / 2011
2. Maintain a record of use of Visiting Coaches by Branches	Central record	Chairman of Training & Training Officer	First Quarter of each year	On Going	Achieved 2010 / 2011
3. Ensure Visiting Coaches maintain professional development record	Central register	Chairman of Training & Training Officer	First Quarter of each year	On Going	Achieved 2010 / 2011



5. PROGRESSIVE TESTS - Programme of Achievement Badges and Pony Club Tests to enable Members to measure their progress and skills

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Maintain and develop range of Achievement Badges	Range available	Chairman of Training & Training Officer	On Going	On Going	Achieved 2010 / 2011
2. Maintain and publish syllabus for each of The Pony Club Tests	Syllabus	Chairman of Training & Training Officer	On Going	On Going	Achieved 2010 / 2011
3. Run Instructors Courses on the requirements of B - A tests and run examiner training days	Courses run	Area Representatives & Chairman of Training	On Going	On Going	Achieved 2010 / 2011
4. Maintain records of passes achieved to C+ level, including Riding and Road Safety	Records Maintained	Branch DCs & Centre Proprietors	On Going	On Going	Maintained by Branches & Centres
5. Maintain records of passes achieved at B - A Test	Records Maintained	Area Representatives (B) Training Officer (AH & A)	On Going	On Going	B – A.R's AH & A Achieved
6. Enable Members records on central database to include a record of achievement.	Web database	I.T. Systems Developer	First Quarter of each year	On Going	Achieved 2009

6. PUBLICATIONS - Publish a range of educational and activity books and other visual aids to learning and instruction.

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Update the Manual regularly	Manual Updated	Chairman of Training	On Going	On Going	Achieved 2010 / 2011
2. Produce publications to support the Test requirements	Publications Produced	Director of Publications & Chairman of Training	On Going	On Going	Achieved 2010 / 2011
3. Produce DVD to support Road Safety Test	DVD Produced	Chairman of Training	2008	First Quarter 2009	DVD produced & on sale
4. Update Test Cards	Test Cards up to date	Chairman of Training & Training Officer	On Going	On Going	Achieved 2010 / 2011
5. Update other teaching aids, wall charts, flip charts etc.	Teaching Aids up to date	Publications & Merchandising Manager	On Going	On Going	Achieved 2010 / 2011
6. Update Training pages on web site	Training pages on web site	Chairman of Training & Training Officer	On Going	On Going	Achieved 2010 / 2011
7. Introduce new items of merchandising	New items produced	All staff & Merchandising Manager	On Going	On Going	New for 2011: Wall Planner, Equine Dictionary, Snap Card Game, Pony Club Stock, Stock Pin & Gift Vouchers



4.4 Developing Potential

1. CHAMPIONSHIP COMPETITIONS - Annual programme of qualifiers for the National Pony Club Championships

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Indoor winter league show jumping competition with 3 rounds – Qualifier, Area Final, National Final	Competition Held	Discipline Chairman & Secretary -Show Jumping / A.R's	Fourth Quarter of each Year	First Quarter of each Year	Held 2010 / 2011
2. Indoor winter league dressage competition and dressage to music competition	Competition Held	Discipline Chairman & Secretary - Dressage / A.R's	Fourth Quarter of each Year	First Quarter of each Year	Held 2010 / 2011
3. Pony Club Branch Team and Individual Championships with Area qualifiers and National Finals for Show Jumping, Dressage & Eventing Horse & Pony Care Competition	Competition Held	Discipline Chairmen & Secretaries –Show Jumping, Dressage & Eventing / A.R's	Second Quarter of each Year	Third Quarter of each Year	Held 2009 Held 2010 / 2011
4. Pony Club Branch Team and Individual Tetrathlon Championships including Area qualifier and National Finals	Competition Held	Discipline Chairman & Secretary – Tetrathlon / A.R's	Second Quarter of each Year	Third Quarter of each Year	Held 2009 Held 2010 / 2011
5. Pony Club Polo Tournaments & National Championships	Competition Held	Discipline Chairman & Secretary –Polo	Second Quarter of each Year	Third Quarter of each Year	Held 2009 Held 2010 / 2011
6. Pony Club Polocrosse National Championships	Competition Held	Discipline Chairman & Secretary – Polocrosse	Second Quarter of each Year	Third Quarter of each Year	Held 2009 Held 2010 / 2011
7. Pony Club Mounted Games Competition with Area Competition, Zone Finals and National Final at Horse of the Year Show. Also Junior Championships	Competition Held	Discipline Chairman & Secretary – Mounted Games	Second Quarter of each Year	Third Quarter of each Year	Held 2009 Held 2010 / 2011
8. Centre Equitation Competition	Competition Held	Centre Membership Executive Officer	Second Quarter of each Year	Third Quarter of each Year	Held 2009 Held 2010 / 2011
9. National Dressage to Music Competition	Competition Held	Discipline Chairman & Secretary – Dressage	Second Quarter of each Year	Third Quarter of each Year	Held 2009 Held 2010 / 2011
10. Development of the National Novice Pony Club Championships as an event	Competition Held	Discipline Chairmen & Cheshire Hunt North Branch	Second Quarter of each Year	Third Quarter of each Year	Held 2009 Held 2010 / 2011
11. Development of the National Pony Club Championships as an event	Competition Held	Championship Working Group	On Going	On Going	Held 2009 Held 2010 / 2011



2. ADDITIONAL COMPETITIONS - Regional and National

Action	Performance Indicator	Responsibility	Commence	Complete	Status
1. Regional Tetrathlon Competition	Competition Held	Discipline Chairman / Secretary – Tetrathlon	First Quarter of each year	Third Quarter of each year	Held 2009 Held 2010 / 2011
2. Mounted Games Home International Competition at Royal Windsor Horse Show	Competition Held	Discipline Chairman & Secretary – Mounted Games	First Quarter of each year	Second Quarter of each year	Held 2009 Held 2010 / 2011
3. International Pony Club Competitions Home & Away	Competitions Held	Discipline Chairmen & Secretaries	On Going	On Going	Held 2009 Held 2010 / 2011
4. Open Eventing League	Competitions held	Discipline Chairman & Eventing Secretary	Throughout year	Fourth Quarter	Held 2011
5. Young Horse Series	Results received in office	Eventing Secretary	Throughout year	Fourth Quarter	
6. National Quiz	Competition Held	National Quiz Secretary / A.R's	Throughout year	1 st Quarter	Held 2009 / 2010 / 2011

