

*NEW SOUTH WALES
ENDURANCE RIDERS' ASSOCIATION Inc.*

STRATEGIC BUSINESS PLAN

2013 - 2015

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1. Introduction

The Strategic Business Plan plays an integral role in managing the Association and achieving its goals over the next three years.

It is used extensively by the Management Committee.

When necessary, it will be modified to reflect the ongoing development and needs of the sport/association.

2 Mission Statement

The mission of the New South Wales Endurance Riders Association is to administer and develop the sport of equine endurance riding in NSW, in a cost effective manner for anyone who meets membership and ride entry requirements. The objectives of the Association are to:

- **Promote and foster the highest ideals of sportsmanship and horsemanship and the spirit of endurance riding as embodied in the motto "To complete is to win",**
- **To act as a policy making and coordinating body for the sport of endurance riding in New South Wales**
- **To co ordinate and maintain the sport, including its structure and development of standards, procedures and policies to assist in improving the competencies of officials and others involved in conducting endurance events,**
- **To maintain complete and accurate records of the results of endurance competitions in NSW, and to maintain an archive for the sport,**
- **To liaise with properly accredited members of the veterinary profession and animal welfare groups,**
- **To promote in any way the interests of the sport and the Association,**
- **To conduct, when agreed upon with the Australian Endurance Riders Association Inc, an equine riding test of endurance over a distance of 160 kilometres, known as the Tom Quilty Gold Cup National Championship,**
- **To promote Endurance riding for inclusion at the highest levels of competition such as the Olympic Games,**
- **To encourage research into, and disseminate information on all aspects of, the performance, training, diseases, genetics, animal husbandry and feeding of equines used in the sport,**
- **Encourage the breeding of superior horses by providing opportunity for the ridden testing of equines over distances of not less than 80 kilometres, and**
- **To liaise with the Australian Endurance Riders Association Inc and participate in the development and administration of the sport on a national level.**

Corporate Vision

Our vision is that:

- **The sport will continue to grow in status and popularity,**
- **Administration will be thorough, fair, cost effective, and accessible.**
- **Participants will have access to appropriate competitions and resources to assist the individual and the sport to develop,**
- **Access to the benefits of the sport will be equally available to all who meet membership criteria regardless of their circumstances.**

3 Issues Facing the Organisation

The NSW Endurance Riders' Association is faced with a number of issues that are likely to have a direct impact on the implementation of the plan. These issues have been addressed in this Strategic Business Plan.

Issues

- **Lack of funding from sources such as sponsorship and fundraising,**
- **Promoting, developing and maintaining good governance at all levels of administration in the sport throughout NSW,**
- **Improving the level of service and education to members and member organisations (Clubs and Zones),**
- **Maintaining a sufficient pool of enthusiastic and financially viable clubs to conduct events in NSW,**
- **Maintaining a sufficient pool of accredited ride officials, veterinarians and volunteers for the conduct of events in NSW,**
- **Lack of a coordinated plan to develop the sport on a regional basis,**
- **Protection of current riding trails and the development of new riding trails,**
- **Marketing and promotion of sport to corporate, government, and the general community, including animal welfare groups.**

OUTCOMES

The following **OUTCOMES** reflect what the sport wants to achieve.

- **Financial stability and growth in membership.**
- **Improved marketability of the sport to sponsors.**
- **Recognised as leader in sports administration and Corporate Governance.**
- **Effective level of education, training and administrative services to members, clubs and zones.**
- **Effective level of education, training and accreditation for ride officials, veterinarians and volunteers.**

4 Environmental and marketing analysis

The SWOT analysis has two purposes:

- to help identify where the sport is now
- to prepare the sport to develop a strategy that will use the organisation's strengths, manage its weaknesses, take advantage of opportunities and minimise the impact of those threats that become real.

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

Environmental analysis

Example:

	Strengths	Weaknesses
Internal Environment	<p>Our STRENGTHS in the internal environment:</p> <ul style="list-style-type: none"> • People – Executive Officer and staff • Venue • Skills and expertise • Events • Athletes • 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 staff power • Not enough volunteers • Ineffective structure • Ineffective governance and management practices • Ineffective Regions • Poor strategic direction, planning and review • Communication • Internal conflicts
	Opportunities	Threats
External Environment	<p>Our OPPORTUNITIES in the external environment:</p> <ul style="list-style-type: none"> • Increase in athlete membership • Marketing and promotion • Strategic alliances with other Organisations including entrepreneurs, government; • Current venue to raise revenue • Products and services that can promote revenue • Olympic legacy • Increase support from government • Internet, promoting the sport 	<p>THREATS in the external environment:</p> <ul style="list-style-type: none"> • Lack of revenue • Declining membership • Decline in corporate support • Rising costs • Market presence

5 Short and long term objectives and key performance areas

Objectives and Key performance areas

Key Performance Areas are general areas of operation within an Organisation where a desired outcome is required over the period of the Strategic Business Plan and beyond. Focus areas are those specific operational areas within a key performance area. For example, a focus area within the KPA of Marketing would be sponsorships.

The NSW Endurance Riders Association has identified Key Performance Areas and focus areas as follows:-

5.1 Administration and Management

Focus areas

Government of policies and objectives of the Association, ongoing analysis of the organisation's function and structure, support of the registrar/administration officer, maintenance of membership and competition records, communication with members and prospective members, provision of information to members and prospective members, support of newsletter editor, production and distribution of bi monthly newsletter to members and the public, ongoing development of software for record keeping, provision of office space, equipment and materials as needed, support for officials and committee (board) members to attend appropriate development courses and national board meetings, development of board members skills to improve administration of the sport, production of training and reference materials for board members, continued strong presence on the Australian Endurance Rider's Association board.

5.2 Broaden the Appeal and Grow Membership.

Focus areas

The future of the sport long term is dependent on establishing and maintaining viable membership numbers. Broadening the appeal by introducing a wider scope for participation, particularly at the entry level and actively promoting participation to reverse the long term membership decline.

5.3 Coaching Development

Focus areas

Training and assessment of coaches, including seminars, development of training resources, assessment of the coaching program, develop network of qualified personnel.

5.4 Technical Official Development

Focus areas

Adequate number of accredited Veterinary Officials, dissemination of current information on management of horse and rider safety, ensure adequate number of accredited event officials, properly trained in their roles, provision of training and reference materials for event officials.

5.5 Athlete Development

Focus areas

Establish a formal state mentoring program with emphasis on junior competitors, obtain appropriate equipment and resources for mentoring program, develop and conduct training seminars for talented competitors, select and provide assistance for elite competitors at major events, continue to pursue the development of national coaching programs with the Australian Endurance Riders' Association.

5.6 Event Organisation

Focus areas

Organise and hold the State Championship event annually, provide assistance to regional groups in holding of major regional championship events, assist members to conduct other high advanced competitions, oversee the conduct of the National Endurance Championship (Tom Quilty Gold Cup) when held in NSW.

6 New South Wales Endurance Riders Association

Business Plan 2013 - 2015

The following pages contain our current 3 year business plan, which is reviewed annually.