



**NSWERA Governance Manual
Document No. 5 - NSWERA Business Plan**

NSWERA Business Plan

The business plan has been developed, agreed to and signed off by the following stakeholders of NSWERA Inc.

<u>The Board</u>		<u>Subcommittees</u>	
<u>Office Bearers</u>	<u>Portfolio</u>	<u>Project TQ15 – The 2015 Tom Quilty</u>	
Tom Perkins	President, AERA, Procedures, Grants.	Neil Clarkson	Chairman
Marlee Turnbull	Vice President, AERA, Governance, Child Prot. Officer, Merchandising.	Greg Moore	
John Howe	Secretary, Public Officer, Ride Calendar.	Helen Lindsay	
Tom McCormack	Treasurer, AERA.	Rebecca Hogan	
		Peter Bice	
<u>Non Executive</u>		Alan Clarkson	
Belinda Hopley	Horse Welfare, Chief Stewards, TPR's.	Graeme Gilbertson	
Emma McCormack	Vet Liaison, International.	Dean Walkom	
Greg Moore	Website.	Ron Males	
Gertraud Norton	Insurance.		
Haydn Fisher	Zone Liaison, Early Warning.		
Marylou Locke	Newsletter.	<u>Membership Growth Project</u>	
		Marlee Turnbull	
<u>Zone Delegates</u>		John Howe	
Casey Holton	Zone 1 - Sydney and Surrounds, Facebook.	Emma McCormack	
Brad Jones	Zone 2 – Central West, Feedback.	Belinda Hopley	
	Zone 3 – Riverina.	Casey Holtem	
Steve Roberts	Zone 4 – Snowy, Track Preservation Liaison.	Gertraud Norton	
Gary Tweedie	Zone 5 – South Coast.		
	Zone 6 – Mid North Coast.		

Date: 1st June 2013



**NSWERA Governance Manual
Document No. 5 - NSWERA Business Plan**

**NSWERA Business Plan
Structure**

Business management processes are detailed in the six KPA areas.

Focus activities for the period 2013 – 2015 are detailed at the end of some KPA areas.

The sum of these KPA area focus activities represents the Strategic Business Plan for the current three year period.

The Business Plan is updated at the March SMC meeting each year:-

- **Annually for Personnel changes and refinement of focus area progress.**
- **Three yearly for an updated set of focus activities.**

NSWERA Governance Manual Document No. 5 - NSWERA Business Plan

KPA AREA 1: Administration and Management.

Item Code	Item	Measurable Objectives	Strategy	Performance Measure
1.1	Management Committee			
1.1.1		Responsible for governing the policies and objectives of the State Association and meeting statutory and regulatory responsibilities. Develop strategies to manage biosecurity	Meet on a monthly basis. Provide suitable meeting place. Collate all information relevant to the administration of the Assoc, distribute to SMC members. Distribute information to members as required. Conduct Annual General Meeting Conduct Special General meetings as required.	Objectives of the Association are being met in accordance with the Business/Strategic Plans. 13 committee meetings per year. AGM held annually. Other Meetings held as required. Biosecurity risks minimised and regulatory and governance requirements met. Ass'n financially stable
1.1.2		Ongoing analysis of function and structure of the State Association. Development of governance tools, policies etc, including biosecurity management	Governance sub-committee to monitor role and performance of SMC and structure of Association. To produce reports as required. SMC to implement recommendations of Governance subcommittee.	Implementation of recommendations of the sub-committee. Appropriate governance tools in place. Proper functioning of the Association.
1.1.3		Registrar/Administrator position to maintain records of NSW membership, directly communicate with members and prospective members, public relations.	Maintain and update membership records, provide information and educational material. Maintain telephone contact, mailouts. Purchase equipment as needed	Membership records up to date. Frontline contact available, enquiries answered promptly. Good public image maintained.
1.1.4		Newsletter Co ordinator position to oversee production and distribution Association Newsletter.	Produce and distribute bi monthly Newsletter containing details of events, competition results, informative articles, details of management activities.	Regular communication with members by means of bi monthly Newsletter

**NSWERA Governance Manual
Document No. 5 - NSWERA Business Plan**

Item Code	Item	Measurable Objectives	Strategy	Performance Measure
1.1.5		Development and maintenance of computer and other systems to maintain membership, horse and competition records, and to disseminate information.	Development and testing of new software and hardware. Ongoing maintenance of systems. Purchase and installation of software and hardware as needed. Purchase and dissemination of record keeping resources. Develop and maintain website	Improved delivery of services and information to membership. Equipment available as required. Information and resources available to members as required. Records up to date and accurate
1.1.6		Provide office space, equipment, furniture and supplies to enable efficient administration of the Association	Maintain office accommodation, equipment and furniture. Record and maintain stock of stationery.	Efficient use of administration resources. Furniture and equipment in good working order. Upgrade in line with technology.
1.1.7		Travel expenses for Registrar, Technical Director, Coaching Director to attend State wide conferences and for State delegates to the National Council to attend national meetings.	Travel to intrastate and interstate conferences, seminars and meetings and to liaise with member clubs within NSW.	More efficient communication between the administrators and the members, and the administrators and the National Council.
1.1.8		Improve the skills of the relevant administration personnel, to give them competence to manage and develop the sport. Production of resource material, videos, manuals etc.	Provide access to educational and training projects, develop and conduct courses, workshops and seminars for administration personnel, e.g. Sports Administration courses through the Dept of Sport and Recreation.	Growth and development of the sport in a well grounded manner. Sufficient competent personell available.
1.1.9		As far as practicable, regional event organisers and members are made aware of risk management issues, including biosecurity and are in possession of appropriate resources and equipment. Obtain and maintain necessary Insurance policies	Review and implement risk management strategies, obtain necessary resources and equipment to facilitate management of risk. Disseminate to event organisers and members.	Risks identified and managed as practicable. Insurance policies in place (cost recovered)

**NSWERA Governance Manual
Document No. 5 - NSWERA Business Plan**

KEY PERFORMANCE AREA: **Administration and Management**

KPA Area 1 Focus areas: Business Plan Activities for 2013 – 2015.

Goal: To introduce best governance and management practices

Objectives: To optimise the performance of the organisation

Strategies	Actions	responsible	Time Line			Forecast cost estimate	Performance Outcome	Priority
			2013	2014	2015			
On line (website) management of ride entries, merchandise, log books and financials,	Website system designed and installed.	Website Portfolio	Ride Entries	M'dise, log books.	Full Paypal or similar	2013 - nil 2014 - \$500 2015- \$500	Transactions & Fees; membership, ride entry, logbooks, merchandise, etc.managed online	High
Review strategic objectives and Develop and align the governance manual	Governance Portfolio to lead Board Members in the development and refinement of their Position Descriptions.	Governance Portfolio	PD's comp.	Outcomes defined	KPI's Aligned	2013 - nil 2014 - nil 2015- nil	All PD's defined with KPI's aligned to Business Plan processes	High
Support Staff management.	Secretariat, minutes secretary, and Newsletter Editor positions managed.	Secretary & Governance Portfolio.	Annual review.	Positions tendered.	Annual review	2013 - \$0 2014 - \$3k 2015- \$0	Smooth transition from 1 st to 2 nd five year tenure.	High



**NSWERA Governance Manual
Document No. 5 - NSWERA Business Plan**

KPA AREA 2: Broaden the Appeal and Grow Membership

Item Code	Item	Measurable Objectives	Strategy	Performance Measure
2.1	Introductory level membership with competitive short distance riding.			
2.1.1		Promote new membership by seminars, introductory rides, and publicity.	Develop promotional material and activities targeting the recreational horse riding population and other horse disciplines.	Heightened public awareness with increased opportunity to participate in introductory events. Increase in new members.
2.1.2		Broaden the appeal of Endurance riding with an entry level intermediate division.	Intermediate membership with easy transition from other disciplines and cumulative point score for 40 – 60km ride distances.	Development of the sport, horse welfare and rider awareness through improving the skills through shorter distance riding under controlled conditions. Increase in number of members or prospective members graduating to full endurance after participating in intermediate programs successfully.



**NSWERA Governance Manual
Document No. 5 - NSWERA Business Plan**

KEY PERFORMANCE AREA: Broaden the Appeal and Grow Membership.
KPA Area 2 Focus areas: Business Plan Activities for 2013 – 2015.

Goal: To increase the membership and participation.
Objectives: To broaden the appeal, raise the awareness, and promote the sport.

Strategies	Actions	responsible	Time Line			Forecast cost estimate	Performance Outcome	Priority
			2013	2014	2015			
Promote new membership by seminars, introductory rides, and publicity.	. Develop promotional material and activities targeting the recreational horse riding population and other horse disciplines.	Membership Growth subcommittee	Prepare material and plan.	Support activities	Clubs driving the plan.	2013 - \$5k 2014 - \$10k 2015- \$5k	Heightened public awareness with increased opportunity to participate in introductory events. Increase in new members.	High
Introductory Level participation to broaden the appeal.	Establish intermediate membership and competition	Membership Growth subcommittee	Initiate	Establish	Thrive	2013 - \$3k 2014 - \$6k 2015- \$6k	The introductory division is thriving and growing. Introductory level riders graduating to full endurance.	High

KPA AREA 3: Coaching Development

Item Code	Item	Measurable Objectives	Strategy	Performance Measure
2.1	Coach Education - Endurance Specific			
2.1.1		Pursue AERA concerning the provision of courses, workshops and seminars for coaches, development officers, both State-wide and regional.	Development of program of endurance specific courses, workshops and seminars. Purchase and production of resource material for coaches. Develop and utilise training manuals. Develop a network of qualified personnel.	Development of the sport, horse welfare and rider awareness through improving the skills of coaching personnel. Increase in number of member/prospective members participating in training programs successfully.
2.1.2		Provide assessment of coaching program through annual report and appraisal of results.	Monitor efficiency and effectiveness. Develop and utilise information.	Improved structure in training programs. Offer skill development opportunities. High quality of feedback.

**NSWERA Governance Manual
Document No. 5 - NSWERA Business Plan**

KPA AREA 4: Technical Official Development

Item Code	Item	Measurable Objectives	Strategy	Performance Measure
3.1	Officials: Judges, Veterinarians Chief Stewards, Vetting Stewards.	.		
3.1.1		<p>Ensure Endurance Veterinarians are up to date with rules, procedures and regulations.</p> <p>To provide endurance experienced veterinarians for all affiliated competitions.</p> <p>To provide up to date information on management of horse and rider safety in competition</p>	<p>Structure and facilitate courses specifically for Endurance Veterinarians, advising of all updates to rules, procedures and regulations.</p> <p>Invite attendance at conferences and clinics, subsidise costs of attendance.</p> <p>To produce training videos and manuals.</p>	<p>Increase in the number of Endurance qualified and experienced Veterinarians.</p> <p>Appropriate officials present at all events</p> <p>Information available.</p>
3.1.2		To ensure a pool of competent personnel, qualified to carry out the management of horses and riders at all NSWERA affiliated events. Production of resource material, videos, manuals etc.	<p>To hold schools/clinics and exams for Judges, Chief Stewards, Vetting Stewards and Event Administration Officials.</p> <p>Develop and purchase equipment and resources as needed.</p> <p>Provide volunteer incentive programs.</p>	<p>Adequate availability of competent and qualified personnel to manage horses and riders at all affiliated events.</p> <p>Personnel are properly resourced to undertake roles.</p> <p>Volunteers are retained.</p>

**NSWERA Governance Manual
Document No. 5 - NSWERA Business Plan**

KPA AREA 5: Athlete Development

Item Code	Item	Measurable Objectives	Strategy	Performance Measure
4.1	Participant Development including Talent Identification and Development			
4.1.1		To establish a formal State coaching Program for endurance riders with special emphasis on junior riders.	Purchase equipment as required. Develop and produce literature.	Participation in the program of endurance riders, major participation by junior riders.
4.1.2		To conduct seminars for current and prospective riders and their horses To conduct advanced seminars to enhance development of talented participants	Identify talent and commitment in existing participants. Identify possible sources of potential participants. Hire suitable venues. Advertise seminars to members and interested participants. Purchase, develop and provide resources	Attendance of riders at seminars. Information available as required. Increased participation rates Enhanced public profile of endurance riding
4.1.3		To assist teams of rider/horse combinations to compete at National endurance events.	To select the best middleweight, lightweight, heavyweight and junior rider/horse combinations fro each team. To provide each rider with assistance with borderspraying, and bordercrossing where necessary, fuel, overnight accommodation en route.	Broadened base of top riders. To win the National Championship (Tom Quilty Cup, and secure major placings in all divisions. Team participation at the National Championship, To attend other major national events during the year.
4.1.4		To assist teams of rider/horse combinations to compete at endurance events	To facilitate a State based team competition. To provide experience in teams competition To assist with team members costs associated with competition at certain events, while part of a State team.	Team competition available. Broadened base of top riders. Team participation of talented and committed riders at endurance events.

KPA AREA 6: Major Event Organisation

Item Code	Item	Measurable Objectives	Strategy	Performance Measure
5.1	Administration, promotion and bid costs for State Championship Event and zone (regional) Champion-ships.			
5.1.1		Organisation of Tom Quilty national Championship event.	Facilitate organisation of the event. Establish organising Committee. Promotion and advertising the event. Purchase equipment as required.	Facilitate international standard event, Participants provided with opportunity for competition at advanced level event. Participants provided with opportunity to qualify for other international events. Increase in number and quality of entrants. Provide incentives for the top national competitors to compete.
5.1.2		Organisation of NSW State Championship event.	Facilitate organisation of the event. Establish organising Committee. Promotion and advertising the event. Purchase equipment as required.	Facilitate high quality event, Participants provided with opportunity for competition at advanced level event. Participants provided with opportunity to qualify for other advanced events. Increase in number and quality of entrants. Provide incentives for the top state competitors to compete.
5.1.3		Organisation of Zone (Regional) Championship events and other advanced level events. Organisation of other regional events	Assist the zone committees to conduct zone championship events. Assist members to conduct other advanced level events. Assist event organisers to hold events in regional areas to enhance participation in those areas. Purchase equipment and resources as needed.	Increase in number and quality of entrants. Provide incentives for zone competitors to elevate to State championship competition. Increased number of regional and advanced level events. Increased participation rate in regional areas.



**NSWERA Governance Manual
Document No. 5 - NSWERA Business Plan**

KEY PERFORMANCE AREA: Major Event Organisation

KPA Area 6 Focus areas: Business Plan Activities for 2013 – 2015.

Goal: To conduct the 50th Anniversary 2015 Tom Quilty as an international standard event.

Objectives: To advance and promote the sport both Nationally and Internationally.

Strategies	Actions	responsible	Time Line			Forecast cost estimate	Performance Outcome	Priority
			2013	2014	2015			
Manage major event over the original Quilty tracks as a trial for the 2015 Quilty. Raise public awareness.	Conduct the state championships at Del Rio resort at Wisemans Ferry.	TQ15 subcommittee	prepare	deliver		2013 - nil 2014 – \$8k.	Successful national standard event.	High
Manage the 50 th anniversary running of the Tom Quilty over its original tracks. Raise public awareness.	Conduct the National Championships 50 th Tom Quilty at Del Rio resort Wisemans Ferry.	TQ15 subcommittee	Plan	prepare	deliver	2013 - \$2k 2014 - \$3k 2015- self funded	Successful international standard event.	High

Financial Assessment for 2013

N.S.W. ENDURANCE RIDERS ASSOCIATION INC.

Budget Profit & Loss 2013

	2013 Budget	2012 Actual
NET PROFIT / (LOSS)	\$6,453	\$7,310
Income		
Total Income - Grants	\$20,000	\$23,510
Membership Fees net of AERA Affiliation	\$15,044	\$9,836
Total Income - Ride Fees	\$55,282	\$58,495
Net Sale of Merchandise	\$5,600	\$2,552
Net AERA Collections	\$0	\$146
Total Income - Other	\$2,500	\$3,560
Total Income	\$98,426	\$98,099
Expenses		
Accounting Fees	\$1,900	\$1,820
Bank Fees	\$0	(\$14)
Bank Fees - Card Merchant Fees	\$1,600	\$1,564
Course Preservation Expenses	\$225	\$187
Depreciation	\$800	\$899
Gifts, Flowers, Cards etc	\$100	\$106
Statutory Fees	\$170	\$170
Total A.E.R.A.	\$8,000	\$8,272
Total AGM Expenses	\$2,000	\$2,084
Net Annual Awards & Dinner dance	\$4,000	\$5,014
Total CS Accreditation & Training	\$0	\$0
Total IDP Expenses	\$0	\$199
Net Insurance	\$4,253	\$4,254
Total International / FEI	\$1,500	\$1,594
Total Medication Control	\$4,000	\$5,117
Total Meeting Expenses	\$7,000	\$6,459
Net Newsletter Expenses	\$6,400	\$5,049
Total Promotional Expenditure	\$2,000	\$1,327
Total Quilty Expenses	\$2,500	\$1,055
Total Ride Management Related	\$1,500	\$3,769
Total Secretariat Expenses	\$30,800	\$30,176
Total SMC Non Meeting Reimbursements	\$1,000	\$1,129
Total State Ride Expenses	\$6,600	\$6,655
Total TPR Accreditation & Training	\$600	\$178
Total TQ15	\$600	\$0
Total Vet Accreditation & Training	\$1,500	\$0
Total Volunteer Rewards	\$2,550	\$1,696
Total Website Expenses	\$375	\$2,030
Total Expenses	\$91,973	\$90,789
Net Profit / (Loss)	\$6,453	\$7,310



**NSWERA Governance Manual
Document No. 5 - NSWERA Business Plan**

Strategic Business Plan 2013 – 2015.

Summary

- Align Portfolio management PD's, Business Plan KPA's, and budget forecasting with the strategic objectives.
- Introduce online operational systems.
- Conduct the State Championships in 2014 as the lead up event and then run the 50th Anniversary Tom Quilty National Championships in 2015.
- Take advantage of the interest raised by the major events to promote membership growth.
 - Run a promotional and introductory campaign.
 - Establish an introductory division to facilitate participation.