



Dressage NSW Incorporated

Three Year

BUSINESS PLAN

2014 - 2016

Dressage NSW Inc
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Telephone: 0409 841 089
Website: www.dressagensw.com.au

Prepared: December 2013
Endorsed by Committee of DNSW February 2014

The Committee as at December 2014

The Committee of DNSW endorses this business plan which was ratified at the 2014 Committee Meeting

The Executive Committee

Portfolio/Role

Prue Spurrett	President
Toni Venhaus	Hon Secretary (and Major events)
Suzanne Doyle	Hon. Treasurer
Helen Lawson	Vice President
Jan Geary	Vice President

The Committee

Michelle Becchio
Gail Benson
Earle Olaisen
Kathy Shelley
Beth Turner
Cathie Drury Klein (stood down AGM 2014)

Co-Opted Members

Judy Wilson	Accounts/ Book keeping
Denise Rogan	Riders Representative

Area Delegates

Regions below is current situation (updated December 2014)

Helen Zimic	North Coast/North West
Helen Glendenning	Western Districts
Robyn Targa	South Coast/Highlands
Lesley Gillis	South West
Louise Cairns	Central Coast/Hunter Valley
Michelle Becchio	Metro region

Administration Secretary:	Tracey Lesslie
Clarendon Competition Secretary:	Karen Lever

Overview/Executive Summary

Our business plan will play an integral role in managing the Association and achieving its goals over the next three years.

Our objectives reflect our aim to develop key areas that impact on all dressage and are fundamental to the continued improvement of the sports profile and DNSW's ability to service its members.

It will be used extensively by the Committee and reviewed informally on a regular basis and in a formal way on a yearly basis. When necessary, it will be modified to reflect the ongoing development and needs of the association.

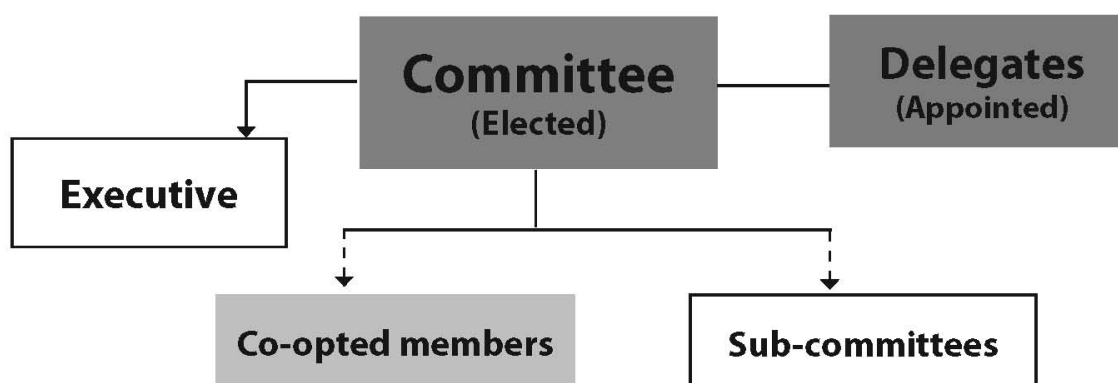
In recent years we have improved our planning and have developed many policies and procedures to ensure better management of our sport. We have revised our job descriptions for committee members, the executive and established Terms of Reference for sub-committees. Our finances are sound and the facilities at our home grounds at Clarendon have been improved with safety in mind. We have addressed the issue of lack of judges to service the high number of events statewide by providing free education for judges to encourage more officials to stay in the system and have been successful in re-recruiting new judges into the scheme. We have embraced the new NOAS scheme and the education of judges has become a lot more professional and effective.

DNSW through its various sub-committees has conducted several major events and is highly regarded by our peers in this area.

DNSW aims to advance the sport of dressage in NSW through the achievement of the following long-term objectives:

- Effective Committee and management to provide a sustainable organisation.
- Maintaining and improving the success of NSW competitors at State, National and International level.
- Growing participation and spectator/media interest in dressage throughout the State through a range of development programs that are agreed to and implemented in partnership with the EA and member clubs.
- A vibrant program of Club, State and major events.

DNSW Committee Organisation



Committee: Elected members with full voting rights

Delegates: Committee members appointed by the Committee with voting rights (but not for the Executive)

Executive: Appointed by Committee

Co-opted members: No voting rights

Sub-Committees: Appointed by Committee (no voting rights, unless a member of the Committee)

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Mission Statement and Objectives

Vision

To remain committed to the highest standards for the conduct and development of dressage.

Mission

To provide an environment in which the standard of NSW Dressage consistently improves.

Our Objective

Maximise participation of NSW Dressage horses and riders in competitions at all levels up to International representation.

How We Will Do This

1. Positively encourage new and existing riders at all levels.
2. Support and encourage on-going rider training.
3. Positively encourage judges' and officials' education and ongoing professional development.
5. Positively encourage Club administrators.
6. Steadily improve the facilities we make available.
7. Positively encourage public knowledge of and interest in Dressage.
8. Recognise our volunteers and other stakeholders

Our values

In relation to external stakeholders we will:	In relation to internal stakeholders we will:
<ul style="list-style-type: none">• Be inclusive and endeavor to achieve co-operation• Be responsive to their needs• Listen and communicate openly• Be open and transparent	<ul style="list-style-type: none">• Strive for excellence and innovation• Be cooperative and work as a team• Listen and communicate openly• Value the well being and diversity of our people/stakeholders

Market summary

Dressage NSW Inc and its constituent organisations provide valuable individual and team competition, training and development opportunities for all dressage riders.

As well, we encourage volunteer participation and provide comprehensive training for our judges/officials.

Our members range from young riders up to 75 year olds and beyond. We also encourage participation from disadvantaged groups such as Para-Equestrian, community driven organisations, local and regional riding clubs, and agricultural societies.

Females comprise approx 75% of our membership and one of our objectives is to increase participation by males. Around 47% of our membership is from the Sydney Metro and surrounding area, 15% in the Hunter/Central Coast, 11% North Coast/North West, 10% South Coast/Highlands, 11% South West, 5% Central West & West region.

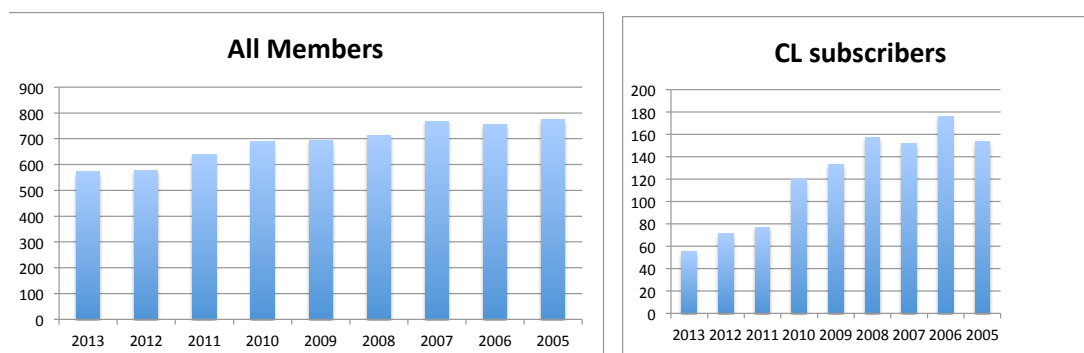
Beginning from a young age our sport provides a source of recreational, competition and social experiences with an emphasis on health and fitness, teamwork, cooperation, leadership and increased self-confidence in a safe, supportive and friendly environment for our participants.

Our membership has declined over recent years as most new members join DNSW mainly to compete at Clarendon and to a lesser extent to be eligible for Annual Awards and other opportunities for members. An increase in membership is expected due to the introduction of the Amateur Owner rider division in 2014.

Membership

DNSW Membership Comparison

	As at June								
Members	2013	2012	2011	2010	2009	2008	2007	2006	2005
Ordinary members	449	457	512	565	585	596	650	635	639
Life & Hon Members	91	91	94	93	93	91	90	92	92
Junior	32	29	32	31	17	27	28	27	44
All Members	572	577	638	689	695	714	768	754	775
Affiliated Clubs	53	55	54	55	53	53	53	52	52
CL subscribers	55	71	77	120	133	157	152	176	154
Total	680	703	769	864	881	924	973	982	981



Notes

Overall members: -20% over last five years

What is Dressage NSW?

Dressage NSW has been a Discipline Council of the Equestrian NSW since 1986. Until that time the Council existed as the NSW Dressage Association which was formed in 1967. Dressage NSW administrates the sport of Dressage in NSW on behalf of ENSW.

DNSW is an incorporated body with 12 elected committee members and 6 appointed area delegates. Others are co-opted for special activities eg. pony dressage, young horse etc.

DNSW has currently around 650 members and approx. 150-200 Centreline subscribers. Approximately 55 Regional and Metropolitan Dressage & Riding Clubs from throughout NSW are affiliated with the DNSW/ENSW.

DNSW has its grounds at the Hawkesbury Showground at Clarendon. Facilities include three international sand arenas, warm-up areas, a scoring office, stabling, storage containers and catering areas. At Clarendon the DNSW conducts monthly official/associate dressage competitions, special competition days, riders clinics, training days. Other events such as the Young Rider Championships and, depending on the year, the State Dressage Championships are also held at Clarendon. Other special events such as the Sydney CDI*** are held at other suitable venues in the Sydney region.

DNSW holds regular judges seminars and workshops for all levels of judges from Probationary through to FEI level. The Judges Sub-Committee is responsible for overseeing all matters relating to judging in NSW.

DNSW has two casual/contracted employees, an Administration Secretary who provides administration support to the Committee and a Clarendon events.

Funding

DNSW is self-funding with support from the EA (NSW). The turnover is between \$300,000 to \$600,000 PA depending on the number of major events run in any one year. We have a Hon. Treasurer who controls the finances and puts in a tremendous amount of time as the DNSW is very similar to a small business with lots of transactions going through the books.

Major event such as the Sydney CDI 3*, State and National Championships are self funding and any profits received from these events go back to the general funds to assist the sport.

Income comes from:

- Paying annual membership fees \$79.75 for seniors, \$28 juniors (at Jan. 2014). All senior members receive complimentary copies of Centreline (costs of CL is built into the membership fee)
- Subscriptions to Centreline (\$55 at Jan 2014)
- Advertising revenue from Centreline
- Entry fees for regular competitions at Clarendon
- Income from seminars and clinics
- Around \$13,000 pa from the Equestrian NSW towards administration fees
- Other funding subsidies for special events/activities/special projects (such as Equestrian NSW grants for major event support, Special Projects Funding and other subsidies for swabbing etc)
- Club Affiliation Fees of approx. \$4500 PA.
- Merchandise sales
- Revenue from special events (National Champs, Sydney CDI etc)

Expenditure

The costs to run the NSW vary depending on the number of major events.

The main areas of expenditure for the Council is:

- Secretarial staff costs (around \$35k pa for two casual/contracted staff members (Admin. Secretary and Clarendon Secretary)
- Office equipment etc
- Admin costs inc postage, stationary etc
- Insurance
- Depreciation, buildings and equipment at Clarendon
- Maintaining the grounds at Clarendon
- Centreline printing and mailing costs (mailing list currently around 800)
- Clarendon competition costs and prize money
- Judge education training and seminar costs
- Support of regional club Championships
- Costs associated with special events

SWOT

Strengths

- Dedicated Volunteers
- Knowledge and expertise
- Rules and Procedures established
- Committed Riders
- Solid Club Base
- Coaching and Officiating
- Education and Improvements
- Olympic Sport
- Business and Organisational Structure
- Growing sport
- Tradition and History
- Successful Event Management Team
- Sound Finance Base
- Location
- Communication (Centreline, web etc)
- Major events

Threats

- Facilities
- Declining Membership
- Diminishing Funds and Resources
- Loss of Olympic Status
- New Organisation and Competitors in the market
- More legalities and regulations requirements (Risk Management & OH&S)
- Cultural Disadvantages
- Disease and Emergency (eg. EI)
- Lack of external development pathways
- Professionalism
- External Organisational changes
- Lack of succession planning
- Competition for sponsorship dollars
- Impact on finances from major events and Clarendon
- Increase of major events on the calendar
- Decreasing spectators for major events
- Lack of horse knowledge at managerial level
- Lack of officials
- Volunteer and club officials burn out

Weakness

- Ability to service growth
- Low media profile
- Inability to attract new volunteers with skilled labour
- Distance
- Communication structures and sharing resources especially flow to regional areas
- Vulnerability of funds
- Servicing various cultures
- Conflicting roles of DNSW
- Lack officials to service growing number of events

Opportunities

- Increase Membership
- Olympic Profile
- Sponsorship opportunities
- Safest Equestrian Sport
- Education programme
- Advances in Technology
- Schools, Ponies, Para Equestrian
- New Events (developing more, variety)
- Regional events and activities
- Publications
- Relationship with the EA
- Government Funding
- More Volunteers through new areas
- Increase Profile of DNSW
- Breeding Industry
- Raise awareness of the sport for promotion
- Sharing of information from Centreline to Clubs
- Increase clinics and training activities at grass roots level
- Social networking
- Amateur owner/rider division

Risk assessment

DNSW has undertaken a brief risk assessment to complement the SWOT Matrix to assist its review process and the formulation of strategy.

KRA 1: Management – risk management

Identified risks for KRA 1	Risk management strategies for KRA 1
1. Committee size and formal committee procedures, succession planning for key roles	1. Review of constitution and commitment from Committee to adopt procedures; Identify potential office bearers and provide support
2. Volunteer versus paid administration support	2. Review of work that can be undertaken on paid basis
3. Stagnant membership growth	3. Strategies for increasing membership or new revenue streams, eg Amateur owner/rider division
4. Remaining financially viable	4. Prudent control of expenditure and increase revenue streams through sponsorship and funding

KRA 2: Competition/Sport development – risk management

Identified risks for KRA 2	Risk management strategies for KRA 2
1. High number of events on the dressage calendar	1. Pro-active role in scheduling events to reduce conflicts with dates.
2. Major financial and volunteer commitment to run major events	2. Review major events to be run and assess viability
3. Resources required to maintain Clarendon grounds	3. Develop initiatives for continuous improvement of grounds and facilities
4. Clarendon and major events	Develop strategies to limit impact on loss of income from events
5. Ad hoc approach to squad development	5. Establish strategies and build on current policies and programs. Link to national HPP program.

KRA 3: Officiating and People – risk management

Identified risks for KRA 3	Risk management strategies for KRA 3
1. Declining numbers of judges	1. Encourage more support at Club level and provide incentives for officials. Provide support for new judges.
2. Retention of volunteers	2. Review reward strategies
3. Club Viability	3. Develop means of proving support for Clubs and their Committees

Our key stakeholders

Administration/Management

Equestrian Australia, Equestrian NSW
ADC/ADJC
HDAA
SDA's
Media
Employees
Clubs

Competition

Local
State & National
International (CDI*** & CDI-W)
Young Riders, Pony Dressage, Young Horse,
Eventers, Para Dressage, Interschools
Sponsors
NSW Dept. Sport & Recreation
Judges officials, volunteers

Sport development

Riders inc elite, aspiring, new and recreational
Trainers & Coaches
Owners & Breeders
Young Riders
Pony Dressage
Young Horse
Para-Equestrian
Grass roots participants
Amateur owner/riders
Judges, officials
Volunteers (and their families)

High performance

Elite riders
NSW Squad riders & talent squad
NSWIS

Major Assumptions

Financial

- DNSW will receive funding from the ENSW of \$13,000 per annum;
- DNSW will receive funding from ENSW for special projects and for major event support;
- Financial assumptions are based on a retaining existing membership base and income generated from events (taking into account inflation growth);
- Refer financial pages for more assumptions on financial matters.

Legal

- Endeavouring to always act in a way that advances the legitimate interests of the members and the sport of Dressage;
- Act within the Constitution of DNSW.

EA

- As a Council of ENSW, DNSW has an obligation to uphold the rules/regulations of the EA.

Administration

- Additional paid staff support may be required

Sport

- Dressage will continue to grow as a sport;
- DNSW needs to adapt to changing circumstances.

Critical success factors and issues facing DNSW

- Financial stability and growth
- Acknowledgement and recognition of our role
- Effective committee and management structure
- Sponsorship and income
- Effective volunteer management plan (retention and recognition)
- Rider development and participation
- Ability to service the sport (volunteers, officials and clubs)
- Ability to implement education and training programs
- Regional development – engagement of the regions
- Lack of unified approach to planning and co-ordination
- Marketing and promotion of the sport
- Issues relating to governance; role of the committee, executive, committee, sub-committees, co-opted and area delegates; relationship between executive, admin staff and committee
- Succession planning - new blood on committees

Factors that could impact upon the organisations ability to be successful:

- Decreased levels of funding from sources such as government, sponsorship and fundraising
- Issues corporate governance – role of the Committee, regions, Clubs, relationship between Executive and management/staff, reporting lines between Executive/management/committees.
- Servicing of member organizations (Clubs), Committees
- Implementation of education and training programs
- The decline in volunteers and officials
- Unified approach to strategic planning and coordination with key stakeholders
- Regional development
- Marketing and promotion of dressage to corporate, government, and the general community
- Possible decline in equestrian participation across the board > impacting on dressage.

Outcomes

The following outcomes reflect what DNSW wants to achieve over the next three (3) years:

- Remain financially stable with reserves
- Growth in number of participants in dressage
- Increase levels of sponsorship and fundraising
- Effective volunteer management plan
- Rider development and participation
- Volunteers retention and recognition
- Ability to implement education and training programs
- Regional development
- Be recognised for good management of the sport

FINANCIAL SUMMARY

Dressage NSW is committed to balancing its operating budget through its core business which is membership and competition but also forecasting some funding via fund-raising, funding from Equestrian NSW, Equestrian Australia and other organisations such as the Institute of Sport and other organisations.

We understand the need to reduce our reliance on outside sources but see ongoing funding as necessary while there are still so many areas that are currently being developed within our sport.

Dressage NSW has an independent auditor's report conducted annually in line with our constitutional requirements.

We have a well-developed system of communication and accountability between the Administration Secretary, the Treasurer, Executive and the Committee with regard to financial decisions.

We anticipate that demand will be placed on our finances in the next three years for various initiatives which have been accounted for within our business plan which will ensure that the sport continues to grow and develop.

Our financial plan for 2014-2016 depends on important assumptions as detailed on previous pages; in summary:

- that the expected rate of growth for both membership and competitions, as seen over the past two years, will continue;
- that the funding levels as provided in previous years are achieved and maintained for the period of this plan;
- that the expenditure of the organisation remain similar to trends shown in previous years;
- that the subscription fees will be monitored and maintained if possible;
- that the income received through events will be maintained.

The Financial Statement for the period 2012/2013 was circulated at the 2013 AGM.

Budget forecast for 2014-2016

This page to be updated

INCOME	2011	2012	2013
Membership subscriptions	\$35,500	\$38,000	\$41,000
Membership joining fees	\$1,050	\$1,050	\$1,050
Newsletter subscriptions and income	\$22,660	\$23,500	\$24,000
EFA support contributions	\$13,000	\$13,000	\$13,000
Funding & Grants - other	\$4,000	\$4,000	\$4,000
Donations - General	\$500	\$500	\$500
Sale of member merchandise	\$2,300	\$2,370	\$2,440
Judges Seminars & Workshops	\$11,950	\$12,300	\$12,700
Hess Clinic Riders and Judges	\$10,500	\$-	\$-
Rider Clinics	\$25,500	\$27,800	\$28,650
Competition entry fees	\$75,000	\$77,250	\$79,500
State Championships	\$57,245	\$58,960	\$60,730
Pony Championships	\$17,500	\$18,000	\$18,500
Young Rider Championships	\$105,300	\$75,500	\$77,765
National Championships	\$271,324	\$280,000	\$289,000
Sydney CDI	\$313,635	\$323,000	\$332,750
Interest received	\$8,000	\$8,240	\$8,490
Sundries	\$500	\$515	\$530

Total Income	\$899,254	\$884,435	\$911,555
Total Expenditure (from next pg)	\$859,756	\$863,497	\$896,237
Surplus/Deficit	\$39,498	\$20,938	\$15,318

To be updated

EXPENDITURE	2011	2012	2013
Member merchandise purchases	\$1,500	\$1,545	\$1,600
Secretarial - general	\$14,500	\$15,000	\$15,450
Telephone, fax & internet	\$2,205	\$2,270	\$2,340
Newsletter	\$36,600	\$37,700	\$38,830
Postage, printing & stationery	\$6,500	\$6,700	\$6,900
Insurance	\$5,385	\$5,550	\$5,700
Committee Meeting expenses	\$3,545	\$3,650	\$3,760
Audit & Accountancy	\$1,555	\$1,600	\$1,650
Bank charges	\$5,360	\$5,520	\$5,690
Licenses, fees & subscriptions	\$1,765	\$1,820	\$1,875
Judges Seminars & Workshops	\$12,000	\$12,360	\$12,750
Hess Clinic	\$11,970	\$-	\$-
Test sheets and rule books	\$2,550	\$2,625	\$2,700
Depreciation - Buildings	\$4,500	\$4,400	\$4,300
Depreciation - Plant and equipment	\$3,000	\$3,525	\$3,800
Grants - Officials, Young rider	\$18,000	\$3,000	\$3,000
Rider & team support	\$15,000	\$17,450	\$25,000
Rider Clinics	\$30,500	\$31,415	\$32,500
Competition expenses	\$57,000	\$58,710	\$60,500
Amortisation - Clarendon Development	\$6,166	\$10,000	\$10,000
State Championships	\$52,500	\$54,075	\$55,700
Pony Championships	\$16,700	\$17,200	\$17,700
Young Rider Championships	\$72,390	\$74,500	\$76,800
National Championships	\$253,671	\$261,280	\$269,100
Sydney CDI	\$290,000	\$298,700	\$307,661
Swabbing fees	\$3,629	\$3,737	\$3,850
Sundry expenses	\$500	\$550	\$600
Wreaths & floral tributes	\$1,000	\$1,030	\$1,061

Total Expenditure	\$859,756	\$863,497	\$896,237
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Scope of Plan

Dressage NSW has identified the following key result areas.

Key Result areas

1. **Management:** Administration, Financial, Operations, Stakeholder relations, Membership services, affiliated bodies, Risk Management, Marketing, Communication, Promotion, Sponsorship
2. **Competition/ Sport development:** Clarendon grounds and events, State & National Championships events, International events, promotional events, regional and club events, developing all categories of dressage (including ponies, young riders and young horse). Riders and coaches.
3. **Officiating & People:** Judges, Officials, Volunteers, Clubs & Club Committees

KRA 1: Management: (Administration, Financial, Risk Management, Communication, Stakeholders, Marketing)

Objective: To ensure that dressage strives for effective management to provide a sustainable organisation and to provide a comprehensive service to its members.

Rationale: Building an effective and sustainable organisation through the following strategic priorities will ensure that Dressage NSW:

- Maintains a cohesive and vibrant committee including delegates and administrations staff
- Has the financial resources to deliver services to its members
- Maintains good relationships with key stakeholders such as: EFA, clubs, sponsors and competitors
- Embraces new technologies to improve communication with key stakeholders
- Improves the productivity of its operations with a focused and effective Committee
- Promotes itself to attract new members and builds community awareness
- Attract new sponsors to the sport
- Improve the public visibility/recognition of the participants in dressage
- Establish dressage as sport to the wider community by increased media coverage

Category	Strategic priorities	Key performance indicators
1.1 Administration		
Policy and procedures	Foster good management Review of Committee Structure Review and further streamline admin functions	Compliance with DNSW constitutional and EFA requirements Revised constitution Guidelines and functions established
Stakeholder relations	Improve relationship with key stakeholders Improve service to membership Nurture Club involvement	Stakeholders satisfaction Increased levels of funding Satisfaction at member level. Inc in membership # Increase in member satisfaction (see communications)
1.2 Financial		
Financial management	Maintain good financial management practices Sustain and grow sources of revenue Review accounting practices	Compliance with DNSW financial policies and procedures Exceed current level of annual revenue
1.3 Risk management		
Risk Management	Adopt strategies to manage identified risks Prepare 3 year financial plan	Compliance with strategies Continually monitor performance against the plan
1.4 Communication		
Web site Centreline	Maintain interesting and informative web site Review content and increase in distribution	Increase in visitation to web site Increase in subscriptions and advertising revenue
1.5 Marketing	Marketing of the sport To increase exposure for dressage in the media Establish good reporting relationships with media	Increased awareness and profile of sport Amount of exposure achieved Media Policy developed. Improved relationships
1.6 Sponsorship	Evaluate appointing a central sponsorship co-ordinator (possibly part self funded) Increase sponsorship/funding across all events	Person appointed and increase in \$\$....s obtained Sponsors and promoters of our sport are recognised and contractual obligations are adhered to. Sponsorship across DNSW is increased by at least 10%

Three-year summary

The aim of the three year summary is to indicate in which year DNSW will begin to address its strategic priorities. Each year's Operational Plan flows from this. There may be varied in subsequent years due to the outcomes of annual reviews.

Key result area	2014	2015	2016
1. Management			
1.1 Admin	Finalise Business Plan for 2014-2016 Review need for changes in the constitution On-going review of admin procedures	Review outcomes of business plan for 2016 and activities Update plans as required	Start work on plans for 2014-2016 Review relationship Deed with ENSW (expires in 2018)
1.2 Financial	Review financial outcomes for previous financial period Review membership fees	Review financial outcomes for 2014/2015 and update forecast for 2015-2016.	Review financial outcomes for 2015/2016 and update forecast accordingly. Prepare 3 yr financial plan Review funds in reserve
1.3 Risk Management	Review and update risk management plans	Conduct risk management assessment	Ongoing check on finances and predicted outcomes
1.4 Communication		Conduct a Club Forum	
	Review editor/layout person for Centreline	Review how CL is distributed	Implement any changes to CL distribution
1.5 Marketing	Assess need for appointment of Publicity/promotions person	Create a marketing plan	Update marketing plan
	Update dressage brochure and print		Review dressage brochure and re-print
	Explore line of merchandise for selling		
1.6 Sponsorship	Explore avenues for increasing sponsorship and other funding sources for DNSW	Prepare strategy for increase revenue	

Dressage NSW **Costed** Annual Operational Plan - Financial Period 2014/2016

KEY RESULT AREA: 1. Management

ACTION PLAN

Category	Strategic Priority	Action	Priority (M/H/L)	Responsibility	Time Line	Cost \$	Performance targets	Comments
1.1 Administration Policy & Procedures								
Staff/Office	Workload paid Sec.	<ul style="list-style-type: none"> - Review of activities - Conduct yearly appraisal of Admin Sec - Update procedures as required 	M	Executive Hon. Sec	July each year Feb each year	Nil	Extra paid staff	If required
Governance	Foster good governance	<ul style="list-style-type: none"> - Conduct min. 11 meetings per year - Conduct one planning meeting each year 	M	Committee	ongoing	\$500 \$500	11 meetings held Planning mtg held, plans agreed on	
		<ul style="list-style-type: none"> - Monitor roles of office holders, sub- committees and paid staff as required. - Yearly review of Sub-Committees and co-opted committee positions 	M		Dec 2014 > yearly review		Updated TORs as required	
	Constitution	Review as needed	M	Committee	Mar 2014		Agreement on constitution	
	Relationship Deed with ESNW	Renewal due 2018	M/H	Committee	Dec 2017			Expires in 2018
	Official Appointments	<ul style="list-style-type: none"> - Review time lines for appointment of NSW Selectors, Coach, Chef 	L	Committee	June 2016		Call for nominations	For 2017-2020

Category	Strategic Priority	Action	Priority (M/H/L)	Responsibility	Time Line	Cost \$	Performance targets	Comments
Administration/membership	Increase in Membership	<ul style="list-style-type: none"> - Provide regular membership updates - Analyse membership composition and growth - review what we offer members. - Introduce Amateur owner/rider 	M/H	Committee	Started - on going		Increased membership	In progress
	Club/Delegate communication	Review role of Delegates	M	Committee	Dec 2014	Nil	Role review	Ongoing
	Planning	<ul style="list-style-type: none"> - Update operation plans and policies. - Create a 2-3 year plan 	H	Executive/ Committee	Yearly > Update 3 yr plan due Jan 2014	\$200 for printing	Completed up to 2016	Some print costs
1.2 Financial								
	Maintain sound financial practices	<ul style="list-style-type: none"> - Prepare 3 yr financial plan - Provide reports of actual performance - Review financial outcomes 	H	Treasurer Committee	June 2014>ongoing	Nil	Financial update provided and accepted Up to date accounts	
	Treasurer's role	<ul style="list-style-type: none"> - Assess change in treasurer role and account back up 	M	Committee	ongoing	nil	In progress	
	ENSW SPF applications	<ul style="list-style-type: none"> - Prepare ideas and plans for SPF applications 	M	Committee	Oct-Nov each year	nil	Submissions Nov each year	
1.3. Risk Management								
	Finances of DNSW	<ul style="list-style-type: none"> - Establish cash flow budgets - Identify possible risks to finances of DNSW 	M	Treasurer Clarendon SC	June 2014>yearly activity	Nil	Budgets prepared Continually review	In progress
	Tenure of Clarendon grounds	<ul style="list-style-type: none"> - Seek new agreement for Clarendon grounds 		President	July 2014		New agreement in place	
	Safer competition venues	<ul style="list-style-type: none"> - Regular monitoring and updates - Review Risk Management plans - Committee to attend RCM workshop 	M	Committee & Clarendon SC Committee	Ongoing Mar 2014		Safety officer appointed Committee attendance RCM	

ACTION PLAN

Category	Strategic Priority	Action	Priority (M/H/L)	Responsibility	Time Line	Cost \$	Performance targets	Comments
1.4 Communication								
	Centreline Newsletter	- Review advertising rates - Assess need for change of editor	M	Hon. Sec/Editor/Treasurer		\$300 ?extra per month	Inc in advertising and circulation	
	Web site	- Maintain and keep web site fresh and interesting - Assess other web based initiatives	M/H	TV/Committee	ongoing	Nil	Increase visits Improved communication Weekly updates	
	Club communication	- Conduct a Club Forum	M	LC, CDK Committee	By end 2015	\$8,500 pa	Forum held every second year	2014 deferred to 2015
1.5 Marketing	Increase awareness for dressage	- Create marketing plan - Assess direction for marketing of sport	L	Sub committee	?		Plan created and implement in 2012	
	Support dressage in regions	- Review need for updated Dressage brochure for club use	M/L		Dec 2014	\$1,000	Brochure produced and in circulation	Update last brochure
1.6 Sponsorship and Funding								
	Increase in sponsorship \$	- Assess need for overall sponsors co-ord for DNSW	M		On going			
	Increase funding	- Assess and seek funding opportunities	M	?	On going			

KRA 2: Competition:/Sport development (Clarendon grounds & events, Major events, other events and rider development)

Objective: To provide a vibrant competition programme from Club level through to International level competition and to provide our riders with quality training and competition to reach their optimum potential.

Rationale: Fostering success through the following strategic priorities will help to:

- Provide access to higher level competitions
- Maintain a vibrant competition environment for all levels of competition and for all facets of dressage
- Provide fair competition to all members
- Seek to improve all aspects of competition to internationally accepted levels and provide a comprehensive service to its members.
- Maintain NSW as the leading dressage State in AUS
- Develop the next generation of high performance athletes
- Increase the number of riders participating in dressage
- Increase participation through Amateur Owner/Rider division
- Provide financial support to potential elite riders, enabling them to participate in international competition and training programs.
- Ensure NSW riders take part in the WEG in 2014 (Normandy) and beyond to 2016 RIO Olympics

Category	Strategic priorities	Key performance indicators
2.1 Events	Produce a workable event calendar	Enough resources to service events
2.2 Clarendon Events	Provide a regular competition programme that will attract top horse/rider combinations	Conduct up to 10 events per year
	Provide a range of events with the main focus on official competitions	Maintain/increase participation levels
	Maintain Clarendon as the benchmark for riders to gauge their performance	Balance of official versus associate and other
	Introduce Amateur owner/rider division in 2014	Success at bigger events for Clarendon riders
	Introduce Winter Festival in July	Increase in entries
		Platform for AOR and promotion
2.2 Clarendon Grounds Facilities	Provide safe and good riding surfaces	Satisfaction of competitors
	Maintain and improve the grounds	Upgrade arenas and surrounds
	Maintain and update arenas and facilities at Clarendon	Safer, more all weather surfaces and improved stables and office areas
	Update risk management policy	Reduction in incidents and accidents
2.3 International/Major Events		
<i>Sydney CDI ***</i>	Create an event that is attractive to both dressage/equestrian enthusiasts and the non-equestrian population	Increase in spectator numbers and gate takings
	Provide elite riders with opportunities to qualify for WEG & Olympic Games	Standard of performances
	Conduct event that complies with the FEI rules and regulations	Appointment of O level judges
	To maintain the Sydney CDI as the benchmark for international dressage events	Performances of elite riders esp. NSW combinations
		Reports by FEI officials

	in AUS Consider future direction of the event	Attendance of AUS top combinations Feedback and support of sponsors/spectators/competitors
<i>National Championships & CDI-W</i>	Provide an event that complies with the rules and regulations set down by the EA and the FEI where appropriate and one that allows our top riders the best opportunities for improved performances Review years for NSW to conduct the National Championships	Feedback and reports Participation across all States Performances achieved Allocation of future events
2.4 State Events	Strategic priorities	Key performance indicators
NSW State Championships	To ensure that the event is held in line with the rules and regulations set down by the EA and the FEI where appropriate To stage the State Championships in regional areas when the Nationals are held in NSW To increase the experience of staging bigger events in regional areas	Feedback and results Cross section of areas holding the event Experience gained by Clubs & volunteers
Young Rider Events	Conduct NSW YR Champs in 2015 - 2016 Conduct YR National Champs in ???	Success of event, level of entries, standard of performances
Pony dressage	NSW Pony Champs	Conduct yearly pony champs or combine with other event. Financial success of event
2.5 Other Events		
Pony	Provide opportunities for pony horses	Increase in participation and # of events offered for ponies
Para Dressage	Provide opportunities for Para Dressage	Introduce para-dressage competitions at selected events
Young Horse	Provide opportunities for horses to compete at YH qualifiers NSW horses to be qualified to participate in the AUS Final Use the Sydney CDI to showcase young horses	Conduct 4-6 qualifiers in NSW per year Increase in participation NSW horses to be in the top ten placings at the AUS final
2.6 Club Events	Support Club Championships	Provide medallions for champions
Sport		
2.7 Rider development		
Elite Riders inc. Squads	Review HP role Support squad riders Provide training support for squads and young riders Asses need for training co-ordinator for all Squad members Offer highest level of competition Support horse owners	Appointment of HP person for following term Review squads twice per year Support squad riders with training subsidy where possible Improved coordination and focus on squads Success at major events Recognition where possible
Young Riders	Review YR Scholarship scheme Support training, protocol and other activities clinics for young riders To produce successful young riders	Review annually and update as required Number of opportunities offered Success in open competition and at State/national level
Young Horse	Judge education – view to have more NSW YH accredited judges Increase number of YH qualifiers throughout the State NSW horses in the placings at the AUS Champs	More judges trained to judge YH and PD Number of events held NSW riders top 10 in each age group

Pony Dressage	Increased participation in PD Develop pony dressage – improve performance	Increase in numbers competing Increase interest in pd. Success in open competition More ponies competing at higher levels
Selectors	Provide regular reporting to Committee Review criteria for State Selection at major events Select NSW Squads annually. Review criteria annually Appoint Selectors for coming term	Reports supplied min. 3 times a year Results at Team level Criteria updated as required and in place Review criteria and appoint Re-appoint selectors after 2016 Olympics

Three-year summary

The aim of the three year summary is to indicate in which year DNSW will begin to address its strategic priorities. Each year's Operational Plan flows from this. There may be varied in subsequent years due to the outcomes of annual reviews.

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Dressage NSW **Costed** Annual Operational Plan - Financial Period 2014/2016

KEY RESULT AREA 2: Competitions/Sport development

ACTION PLAN

Category	Strategic Priority	Action	Priority (M/H/L)	Responsibility	Time Line	Cost \$	Performance targets	Comments
2.1 General	Establish event calendar	Call for dates	M	Hon. Sec/Delegates	April each year	nil		
2.1/2.2 Clarendon events and Facilities								
Safety	Conduct safety update and review safety and RM plans	Check facilities for upgrade	H	CGSC	June 2014		RM policy updated RM person appointed	
	Arenas and surrounds	Upgrade warm up arenas Install judging mounts arena 2/1	H	CGSC	Dec 2014	tba	Warm up arenas upgraded Judging platforms installed	Maintain as required
	Stable upgrade	Obtain quotes for stable upgrade if needed and submit to committee	M	CGSC	June 2015	tba	Re-furbish up to??? stables	Look for grant for part costs
	Secure financial viability of grounds	Explore option a development fund for the grounds Increase income via other means of support	M	CGSC	On going		Increase revenue	Introduce ground fee Raise funds via selling of fence signage
	Heath and Safety	Provide more shade for horses and competitors	H	CGSC/HDAA	July 2014	\$1,000	Trees planted in parking area	<i>Need support and agreement from HDAA</i>
	Permanent "Club" office	Explore options, costings etc, funding we can apply for	L	CGSC	2016 and beyond	tba	Permanent building or update & extend existing	
	Financial viability of Clarendon events	- Review profitability of events - Maintain and monitor costs of judges	M	Treasurer/CGSC	ongoing			review guidelines for getting judges
	Increase participation	-Introduce Amateur O/R	H	CGSC	2014	Nil	Increase in members and competitions	
	Communication/EFP facilities etc on grounds	- Investigate Internet access on grounds	L					
	Volunteers development.	- Develop a Vol policy - Arrange training sessions	M	CGSC			Increase in vol numbers	Assess need for payment for travel

Category	Strategic Priority	Action	Priority (M/H/L)	Responsibility	Time Line	Cost \$	Performance targets	Comments
2.3 International Major events								
Sydney CDI 3*								
Competition	Provide a "Selection" and "Qualifying" Weg 2014, OG 2016	Invite panel exp judges inc. O level	M/H	TV & Sub Committee	Apr/May each yr	\$300,000 pa	Event held within budget	
Officials and other	To lift the level of Dressage judging skills in Australia.	Conduct a judges/riders workshop possibly with exams in conjunction with the event.	M	TV & Sub Committee		Within budget	Judges workshop or similar held	Exams every second year or as required
Promotion & Marketing	Increase media exposure	Update Marketing plan	M	TV	ongoing >	Within budget	Increase in spectators	
Management	Defined roles of OC Review OC structure and responsibilities	Detailed task list Update Job descriptions Plan for new ED 2015 and beyond	M	TV & Sub Committee	Dec each year	nil		
2.4 Championship Events								
<i>National Champs & CDI-W</i>	Conduct event that meets expectations of riders/sponsors	- Establish OC - Prepare budget - Prepare Comp programme	High	TV & Committee	May 2014	\$280,000 pa	Event held within budget	Self funding plus funds from various areas
	Approval of schedule	Schedule to ADC	H	TV	Mar yearly	Nil	Schedule approval	
	2015> Nat champs	-review and confirm intention to conduct in 2015	H	Committee	Mar 2014		ADC advised	
<i>NSW State Championships</i>	Conduct event (SIEC)	Appoint coordinators 2014	H	Sub Committee	Done 2014		Coordinator in place 2014	Held at SIEC
	Appoint OC/location for 2015/16	Put out Applications for tender	M/H	DNSW Committee	Mar 2014		OC in place	
<i>Young Rider State Championships</i>	Conduct NSW Champs in 2014	Submit budget and plans	H	Young DC Committee	Jul 2014	?	DNSW to assist the Club	Should be self funded
	Conduct NSW Champs in 2015	Calls for EOI and Organiser		DNSW Committee	Jul 2014			
	Nat YR Champs 2016	-Confirm intention to conduct -Appoint OC if run in NSW		DNSW Committee			ADC approval	Should be self funded
<i>Pony Dressage</i>	Pony dressage Champs	- Submit budget and plans - Review timing of PD CH from 2014 and beyond	H	Committee		\$20,000	Budget required	Should be self funded 2014 event run with YR Ch at Young

Category	Strategic Priority	Action	Priority (M/H/L)	Responsibility	Time Line	Cost \$	Performance targets	Comments
2.5/6 Other Events								
<i>Young Horse</i>	Qualify horses for the AUS final	Provide opportunities for horses	M	CGSC		nil	Conduct min of 5 qualifiers in NSW	Enough qualifiers held for participation
	Conduct NSW Champs with CDI	Work with CDI to implement	M	CDI committee	May	Within CDI budget		
	YH accredited judges	Accred judges for YH judging	H	JSC	2015	tba	Conduct seminar every 3 years	Review timing
<i>Club Events</i>	Support regional Clubs	Provide medallions for club champs	M		ongoing	\$1,000	Issue medallions	Cost \$12 each. Not all clubs request
		Introduce Regional Series	M	Committee/Clubs	Mar 2014	\$4,000 pa	Apply funding ENSW	
2.7 Rider Development								
<i>Elite riders</i>	Ensure NSW riders are part of Team at WEG 2014, OG 2016	- Offer high level events - Provide support and training	H	Selectors/Committee? HP co-ord		tba	Events and representation Regular clinics	
	State HP role	- Conduct review HP co-ord - Review appoint NSW Coach		Selectors/Committee	June 2014	\$5000 pa	HP co-ord reviewed and action taken	No
	State Squads	- Review squads format to bring in line with nat squad policy - Establish cal of clinics and activities.	H	Committee>Selectors HP co-ord	June 2014 > the yearly review	tba	Clinics conducted Improved morale of Team/squad	
<i>Selectors/Teams</i>	Selectors	- Appoint selectors for next 4 yr term - 2017-2020 term Appoint Selectors	M H	Selectors/Committee	Nov 2016		Policy updated Selectors in place for coming term	Call for nominations Nov 2016 New term for selectors starts in 2017
	Selection of Teams	- Select best combinations to represent NSW at State & Nat Champs	M	Selectors	May & Jan each year		Teams in placing at Champs	
	Team support	- Establish requirements and budget - Provide uniforms for teams - Review financial support of teams	M	NSW Chef Committee		tba	Team outfitted Entry fees subsidies for team comps	Consider apply for EFA funds Committee to endorse
		- Chef role 2017-2010	M	Committee	Nov 2016		- call for nomination - appoint chef	New term to start in 2017 (same as for selectors)

Category	Strategic Priority	Action	Priority (M/H/L)	Responsibility	Time Line	Cost \$	Performance targets	Comments
Young Riders	Scholarship programme and incentive reward system	- implement revised scholarship programme	M	Selectors Committee/HP co-ordinator	Mar 2014 Oct ea yr		New scheme in place from 2014 Review by Oct yearly for ongoing	
	Training	- Conduct up to clinics per year	M	HP or YR co-ord	ongoing	yba		
	Schools dressage	- Assist where poss in schools programme	L	Committee	Ongoing	Nil		
Young Horse	Qualifiers	- Conduct up to 6 qualifiers in NSW - Encourage Clubs to conduct qualifiers	H	Committee	2014>ongoing	User pays	Qualifiers held through NSW NSW horses at CH	
Pony dressage	Increase participation and performance	Assess need for more promotion to encourage more participation - Provide training and protocol opportunities for pony rider	M	Committee & Clubs	On going		- inc # competitors	
Para dressage	Include Para dressage into mainstream	- Appoint a sub Committee	M	Committee	Mar 2014		Convenor and sub committee appointed	
		- Provide protocol days and training opportunities - Introduce opportunities for para riders to compete	M	PD Sub Committee	>Mar 2014	User pays	Comp programme in place	
General/coaching	Accessible quality coaching	- Establish links - Use only EA accredited coaches - Review success of reduced rates for coaches to advertise in CL	M					
	Dressage awareness for coaches	Through EA invite coaches to dressage workshops/seminars	M	JSC		nil		

KRA 3: Officiating & People: (Judges, officials, volunteers, Clubs & Committees)

- **Objective:** To improve the skills and knowledge of our officials, volunteers and Committee members and professional staff.

Rationale: By increasing the skills of our officials we will be able to:

- Ensure Dressage in NSW has a pool of quality judges and officials (inc stewards)
- Ensure that DNSW has a pool of volunteers to service the sport
- Develop Dressage judges and volunteers
- Advance the level of support and cooperation with Clubs

Category	Strategic priorities	Key performance indicators
3.1 Judges	Provide structured training for judges Provide opportunities for regional judges to gain experience Increase the numbers of judges across all levels Progress probationary judges Judge educators Provide pathway for Judges to obtain FEI accreditations	Conduct a min of 3 seminars/workshops each year (covering all levels) Conduct up to 4 seminars/workshops in regional areas each year Increase judges list by 10%. Recruitment drive for judges Prob judges remain in the system Identify and mentor future JEs Identify and support judges
3.2 Officials (Volunteers)	Provide access to training for gear stewards and organisers Provide mentoring opportunities for new officials	Training seminars conducted Involvement at events with experienced officials
3.3 Volunteers	Assess need for a volunteer co-ordinator Recognition programme for volunteers Lock into EA volunteer programme	Person appointed Recognition through publications and at events Flow on to DNSW
3.4 Clubs/Committees Organising Committees	Develop relationship between Delegates and Clubs Provide support to Club Committees (mentoring) Provide support for Organising Committees	Improved flow of information to grass roots Regular updates and information sent to Clubs Develop new event directors

Three-year summary

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[illegible]

Dressage NSW **Costed** Annual Operational Plan - Financial Period 2014/2016

KEY RESULT 3: Officiating and People

ACTION PLAN

Category	Strategic Priority	Action	Priority (M/H/L)	Responsibility	Time Line	Cost \$	Performance targets	Comments
3.1 Judges	Increase pool of judges	- Encourage club participation in recruitment drive	H	JSC/DNSW	ongoing	\$	10% inc achieved	On going
	Training of judges	- Conduct min 1 seminars at each level. - Conduct exams at each level - Prepare plans for seminars and workshops incorporating support for regional candidates - Support regional seminars, apply for SPF funding	M/H	JSC		\$10,000 PA		
	FEI pathway	- Identify potential judges for FEI accred	M	JSC	Dec 2016	tba	1 additional NSW Judge appointed	
	Travel subsidy	Provide travel allowance for judges to attend seminars in Sydney	M	JSC/DNSW		\$1800 \$2000	More judges retained in system	
3.2 Officials	Gear Stewards	- Conduct a training session for national stewards - support initiative for FEI gear stewards course at Nat CH	M	CDK	Dec 2014	\$1000		
3.3 Volunteers	Retention and recruitment of vols	- Vol co-ord for Clarendon - Establish a data base of vols - Provide support for vols	M	Committee & CGSC		???	Vouchers allocated for Clarendon vols and major events	
	Inc numbers of writers (pencillers)	- Provide training session and mentoring for judges writers	M			\$500		
3.4 Clubs Committee/s								
	Club support	- Establish how we can best assist clubs committees - Conduct Club Forum-Refer KRA - Delegate roles in supporting clubs	M	Committee/Delegates	2015	Refer KRA 1	Club forum 2015	