



2018 FIG TREE POCKET EQUESTRIAN CLUB STRATEGIC PLAN 2019 - 2021



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Brisbane City Council provided funding to Fig Tree Pocket Equestrian Club to prepare this strategic plan to support equestrian activities at Mactier Street Park, Fig Tree Pocket, through its *Building Stronger Communities* Grants Program



This project was proudly completed by CPR Group, September 2018
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STRATEGIC PLAN 2019 - 2021



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1. Introduction

Fig Tree Pocket Equestrian Club received funding from Brisbane City Council's *Building Stronger Communities* grants program to improve the club's governance and long-term sustainability. This strategic plan will guide the club's operations over the next 3 to 5 years to effectively plan for the future, improve organisational governance and enhance facility management practices to increase participation and ensure the continuing viability of the club.

Preparation of the plan involved:

- Governance needs analysis
- Implementation of an electronic asset management system (AssetTRAC)
- Constitution and bylaws review
- Visual strategic plan and operational action plan

1.1 Current Situation

Fig Tree Pocket Equestrian Club is located in Mactier Street Park, Fig Tree Pocket, approximately 12km from Brisbane CBD. In 2018, the club's membership consisted of 66 female riding and associate members, 5 female children riders and 6 adult male riding members and associate members. The club has one of the most extensive and high-quality equestrian facilities in Queensland. Equestrian facilities are located over 40 acres and include:

- 120m x 80m purpose-built sand arena with lighting
- Show jumping facilities
- CIC 2* cross country course
- Polo field
- 110 day yards and multiple wash bays
- Amenities and canteen facilities
- Agistment space for 20 horses
- Capacity to host over 200 riders











2. Demographics and Social Indicators

Social indicators are the demographic and socio-economic characteristics that influence demand for services and facilities in an area. Population size, age, family structure, disposable income and employment in the Fig Tree Pocket Statistical Level Area 2¹ were compared with these measures for Brisbane and Queensland to identify relevant social indicators. A demographic snapshot is presented on the right.

Analysis of the demographic snapshot above demonstrates that Fig Tree Pocket residents exhibit the following attributes when compared to Brisbane and Queensland residents.

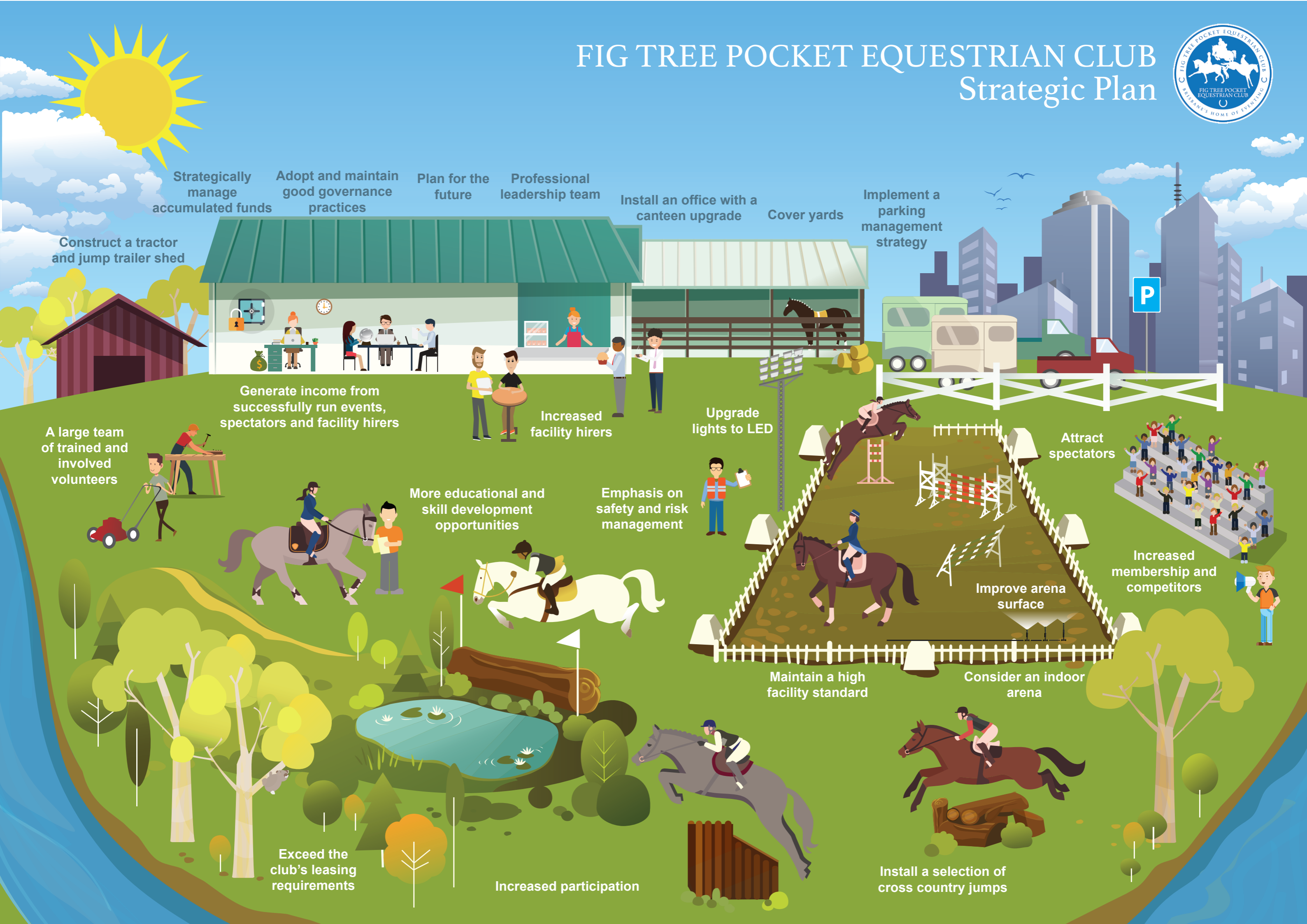
- A *higher* weekly household income
- A *higher* number of family households
- A *lower* unemployment rate
- A *higher* proportion of volunteers

Large numbers of participants travel from outside the Fig Tree Pocket area to access the facilities for eventing etc.

Social Indicator	Fig Tree Pocket	Brisbane	Queensland
 Population	4,045	1,131,155	4,703,193
 Median age	40	35	37
 Weekly household income	\$3,038	\$1,746	\$1,402
 Full-time workers	58%	59%	58%
 Family households	88%	69%	72%
 Lone person households	10%	24%	24%
 Unemployment rate	6%	7%	8%
 Volunteer work	28%	20%	19%

¹ http://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/304021089?opendocument

FIG TREE POCKET EQUESTRIAN CLUB Strategic Plan



Strategically manage accumulated funds

Adopt and maintain good governance practices

Plan for the future

Professional leadership team

Install an office with a canteen upgrade

Cover yards

Implement a parking management strategy

Construct a tractor and jump trailer shed

Generate income from successfully run events, spectators and facility hirers

Increased facility hirers

Upgrade lights to LED

Attract spectators

A large team of trained and involved volunteers

More educational and skill development opportunities

Emphasis on safety and risk management

Increased membership and competitors

Improve arena surface

Maintain a high facility standard

Consider an indoor arena

Exceed the club's leasing requirements

Increased participation

Install a selection of cross country jumps

4. Strategic Planning Tables

4.1 Governance and Risk Management

Strategic Goals (in the future we will have...)	Actions (3 years)	2019	2020	2021	Responsible
Plan for the future	Develop and regularly review strategic plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Vice President (2)
Adopt and maintain good governance practices	Review club constitution every 3 to 5 years	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee
	Review and regular revise club bylaws	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Professional leadership team who aspires to be leaders in the sport	Ensure good event management practices are applied	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee, Event Director
	Regularly seek feedback from members and other stakeholders (survey)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Management Committee
	Install an office within canteen upgrade	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	President
	Participate in training and education opportunities e.g. webinars and workshops	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee
	Allocate portfolios to general committee positions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Management Committee
Emphasis on safety and risk management	Install an asset management system	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Vice President (1), General Committee (Grounds)
	Uphold policies and procedures set by club, sport, Council and insurers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Secretary
	Maintain the functions of the event serious incident management committee	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Event Director



4.2 Financial and Event Management

Strategic Goals (in the future we will have...)	Actions (3 years)	2019	2020	2021	Responsible
Generate income from successfully run events	Plan the number of events for each level (including potential 4 star events) within the opportunities available within the Eventing Queensland calendar	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Event Director
	Determine financial targets for planned events	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee, Event Director
	Attract trade stalls with appropriate fees and maximum event attendance by competitors and spectators utilising drawcards and high level events	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	General Committee (Sponsorship)
Attract spectators	Run a wide variety of event formats, attractive to spectators and for non-eventing riders, with specific drawcards (e.g. express eventing)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee, Event Director
	Install grandstands	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Vice President (2)
	Improve canteen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	President
Increased facility hirers	Promote facility and provide affordable hire to complementary, paying, non-equestrian users e.g. dog club	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	General Committee (Community Liaison)
	Promote facility to other equestrian clubs, event organisers, coaches etc.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Secretary, General Committee (Publicity)
Strategically manage accumulated funds	Align accumulated funds with strategic plan priorities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee
	Apply for grant funds to match sinking fund investment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Secretary, General Committee (Grants)

4.3 Sport, Performance and Participation

Strategic Goals (in the future we will have...)	Actions (3 years)	2019	2020	2021	Responsible
Increased membership	Increase member benefits (e.g. member discounts for activities, coach partnering etc.)	☑	☑	☑	Management Committee
	Promote club to prospective members utilising available networks	☑	☑	☑	Secretary ,General Committee (Publicity)
Increased competitors	Run professional events at all levels (event planning)	☑	☑	☑	Management Committee, Event Director
	Run a wide variety of event formats, including those for non-eventing riders (event planning)	☑	☑	☑	
More educational and skill development opportunities	Host coaching clinics and enter coach partnerships (coach uses the grounds and students become members)	☑	☑	☑	Management Committee, Event Director
	Support members to achieve coaching qualifications	☑	☑	☑	
	Hold show jumping and dressage protocol days (with coach in attendance)	☑	☑	☑	
	Run forums and Q&As	☑	☑	☑	
	Master classes / course walks with a pro	☑	☑	☑	
Maintain a high facility standard	Continue to recruit highly capable and respected course builders	☑	☑	☑	Event Director, Management Committee
	Invest in improving and maintaining the arena surface and cross country course to a high level of satisfaction for users	☑	☑	☑	Management Committee, General Committee (Grounds)

4.4 People Management

Strategic Goals (in the future we will have...)	Actions (3 years)	2019	2020	2021	Responsible
Increase overall participation in club activities	■ Form a social committee	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Management Committee
	■ Install grandstands	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Vice President (2)
Recruit a larger volunteer team	■ Manage volunteer and agistee jobs list with asset management system	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Vice President (1)
	■ Promote volunteering opportunities to the local community e.g. ground keeping, baking, repairs and maintenance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vice President (1), General Committee (Publicity)
	■ Celebrate the contribution of volunteers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Social Subcommittee
Fully utilise volunteers' contribution	■ Record volunteer and agistee contributions with asset management system	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Vice President (1)
	■ Communicate job list with club community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Vice President (1), General Committee (Publicity)
Provide training for volunteers	■ Coordinate or provide training to volunteers so that they can confidently fulfill their roles and where relevant obtain qualifications	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Vice President (1), General Committee (Grounds)

4.5 Facilities and Asset Management

Strategic Goals (in the future we will have...)	Actions (3 years)	2019	2020	2021	Responsible
Exceed the club's leasing requirements	Have a detailed understanding of the lease requirements and include these within asset management and governance procedures	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Secretary
	Appoint a community liaison officer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee
	Maintain a good relationship with the lessor Brisbane City Council and joint lessee Equestrian Queensland	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	President, Secretary
	Be good neighbours	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	General Committee (Community Liaison)
	Undertake required facility maintenance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee, General Committee (Grounds)
Maintain a high facility standard	Install an asset management system	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Vice President (1)
	Engage volunteers/agistees using member contribution system	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Improve facilities	Replace canteen with entertainment and catering venue including office	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Management Committee, Facility Improvement Subcommittees
	Improve arena surface (including strategic use of irrigation)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Improve wash bay water supply	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Implement a parking management strategy with the aim to improve and increase parking	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Cover yards	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Install a unique selection of cross country jumps	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Ensure consistent power supply	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Upgrade lights to LED	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Construct a tractor and jump trailer shed	Post 2021			
	Consider an indoor arena	Post 2021			