

Preamble to the 2015-2016 Objectives

The comprehensive document *The Welsh Pony and Cob Society: Serving our Members, a Strategy for 2014 – 2015* served as a useful device for focusing the minds of trustees and staff on the objectives of The Welsh Pony and Cob Society and how to apply them to the benefit of the Society's members and by extension the Society itself.

Clear achievements include the formation of a committee structure, comprising five standing committees – Education and Welfare, Promotions, Judging and Showing, Member Services and Finance and HR – and defined purposes behind each.

Another is the re-writing for 2015 of the Judging and Showing Handbook, while a third is the successful introduction of the first tranche of a nationwide welfare officer and reporting structure.

The new Council – chaired this year by a new trustee – and the new Society secretary, himself fresh to the challenges of this organisation, met after formation to re-visit the document and to review progress.

Of the five new council members, two –although with many years' experience of the Society under their belts – had not sat on council before.

Whilst timescales were assigned to elements of the earlier document, those responsible and the measure by which an action could be seen as successful were not so clear.

With this in mind, the new Chair and the new Secretary set out to make the objectives "SMART".

SMART is an acronym for

Specific – a defined outcome or result

Measurable –how can its success be calculated?

Attainable – can it be achieved?

Realistic/Relevant – is it important to the overall aim?

Time-bound – a timescale

Trustees were asked to identify their objectives for 2015-2016 and fit them to the SMART framework. The responses that were received were condensed and edited to re-present to Council at its strategy meeting.

At the meeting, existing, unachieved objects from the 2014-2015 document were considered, reviewed, re-written or removed, new ones added and discussed, before the Chair and the Secretary edited and compiled them into the format as seen below.

At the first meetings of the standing committees in mid-May, council members assigned timescales to the objectives.

It is hoped that members of The Welsh Pony and Cob Society will not only see what objectives for 2015-16 and beyond there are, but also why it is being done, by which committee or trustees or staff, and by when. Accountability and transparency are key.

Some timescales or those responsible have already changed. For example, the WPCS promotional video, to ensure the most topical material, will now be produced in time for HOYS in October whilst other potential partners for the digitalised archive have now been identified.

This is your society, and the Chair of Council, Council Members and the Society Secretary hope you will read this and ask questions either as the year progresses or at the AGM in 2016.

Please email secretary@wpcs.uk.com with any questions, concerns or comments.

WPCS Targets 2015-2016

Council Targets	Met	In process or continuing	Responsible	New timescale	Measure
1 To be open and to focus on our charitable objects.	x	x	Trustees and staff	Continuing	
2 Minutes to be the responsibility of chairs and primarily record decisions.		x	Chairs	Continuing	Clear minutes after each meeting
3 Council papers to comprise one bound bundle of the relevant information.	x	x	Staff	Continuing	One bound bundle
4 Continue with the committee structure aligned to the strategy.	x	x	Trustees and staff	Continuing	Annual review
5 The Society's existing codes, procedures, standing orders and terms of reference to be reviewed each six months.			Trustees and staff	September and March	Report submitted in Council meeting
6 Conduct full and comprehensive audit of IT systems at the Bronaeron Office.		x	Co-opted experts / Secretary	September 2015	Report to Council

Promotions

Promotions Targets	Met	In process or continuing	Responsible	New timescale	Measure
1 Promotional Committee to review resources/deliver a unified strategy for marketing channels and promotional tools.			Promotions Committee/Secretary		
Van				November 2015	Report written
Establish Editorial Team				July 2015	In place
HOYS				June 2015	In place
Equine contacts				Aug-October 2015	Database
Branding				Continuing	
Video				July 2015	In use
Monthly e-newsletters				July 2015	Published
2 Website to be replaced with a more user-friendly site that enables greater electronic commercial activity is more informative and enabled for tablets and smartphones.		x	Promotions Committee/Secretary	Supplier to be sought. Sept 2015 – Live launch Jan 2016	New website in place
3 Digitalised archive for WPCS Museum.		x	Promotions/Secretary/ Co-optees	Ongoing; contact universities	Available to use
4 Pavilion working party responsible for planning, design and budget management.		x	Pavilion working party	18 July 2016	Building ready
5 To increase the number of unique website hits to 20,000 per month.		x	Promotions Committee/ Secretary	2016 following new website launch	Web analytics
6 Issue regular press releases on topical issues and WPCS activity to a range of equine, rural and mainstream media.		x	Council/Secretary	Monthly: commence end of June with Cheshire, Northleach and Ceredigion shows. Create links with	Items published

				showing world, H and H	
Promotions Targets	Met	In process or continuing	Responsible	New timescale	Measure
7 Establish panel of experts across the UK ready to identify contentious issues and prepare responsive papers in readiness for situations that arise.	No deadline set	x	Promotions Committee/Secretary	TBA	Panel established
8 Clarify purpose and content of an information pack for vendors/sellers.		X	Promotions Committee/Secretary	July 2015	Purpose identified and pack produced
9 Formulate a long-term strategy for raising the profile of the WPCS with Media Local political orgs Regional political orgs Welsh Assembly Westminster Affiliated and sympathetic organisations (rural, sporting) International trade organisations Members Non-members		X	Promotions Committee/Secretary	December 2015	Policy written, in place and adopted with measurable outcomes

Member Services

Member Services Targets	Met	In process or continuing	Responsible	New timescale	Measure
1 Pavilion funding and fundraising, including commercial sponsorship, grants etc.		X	Members Services/ Secretary/ Co- optees	Review ongoing July 2015	Applications made/funds received
2 In conjunction with local vets, organise regional low-cost gelding days.	No deadline set	X	Member Services/Staff	Email Area Associations July 2015	Gelding days organised
3 Build better working relationships with area associations by Trustees attending association meetings within their catchment area.	No deadline set	X	Member Services/Staff	TBA	Trustees attending and reporting to Council on activities
4 Conduct open and objective surveys, to ensure services are fulfilling members' expectations, to identify weaknesses in performance and potential new opportunities.	No deadline set	X	Staff	TBA	Surveys written, distributed and responses in/analysed
5 Create innovative ways to attract and engage non-members to become members.			Member Services/Staff	TBA	A number of ideas trialled and results (i.e. uptake of memberships) analysed with a basic survey
6 Collect through mailings, during phone calls and correspondence and any other form of contact the e-mail addresses for 75% of members.		X	Staff	TBA	Number of email addresses held increases form 33% to 75%
7 Clean up life members' database by instalments.		X	Staff	TBA	Accurate number of live

					members in a year produced
Member Services Targets	Met	In process or continuing	Responsible	New timescale	Measure
8 Mandatory profiling of maiden mares from 2016.		X	Member Services	TBA	Programme in place with recorded outcomes
9 Create reciprocal arrangements to foster relationships with other organisations and companies to offer discounts, incentives etc. for members.			Secretary/Member Services	Continuing	Relationships established; discounts offered
10 Database repair: Send printouts to batches of members each week to ascertain which animals they have sold or have died.		x	Staff	TBA	Results returned

Education and Welfare

Education and Welfare Targets	Met	In process or continuing	Responsible	New timescale	Measure
1 Ensure that the WPCS recruits and trains a nationwide network of honorary regional welfare officers.		X	Education and Welfare	Ongoing with regular review	30 welfare officers in place
2 Education and Welfare Committee to produce guidance i.e. information, standards and training for members and liaison officers.		X	Education and Welfare / EG / Secretary	July 2015	Documentation produced and in use
3 Produce a PowerPoint presentation in readiness for educational visits to schools and colleges.		X	GRT and Exhibition Unit Manager	July 2015	Produced and in use
4 Construct a process of reporting confidential material and maintained between the Secretary and the Hon. Welfare Co-ordinator.	X		Staff	Done	Established
5 Ascertain, then, as required obtain, equipment necessary for the execution of the welfare officer role.		X	Education and Welfare	In process and ongoing	Determine requirements, then source
6 Formulate a process to ensure that legal policies and procedures and terms and conditions, and health and safety policies, boundaries, risk assessments are in place for Hon. Welfare Officers.		X	EG and Secretary	July 2015	Process established and operative
7 Organise events which involve young people, including 'pre-teens'.		X	Education and Welfare	Ongoing; require feedback from Area Assocs	Event organised and attended
8 Promote the bursaries available and the role of the Young Ambassador, Young Ambassador Elect		X	Education and Welfare/	Prepare info; promote Jul-Oct 2015	Increase in number of

and Young Achiever.			Staff		bursaries dispensed
Education and Welfare Targets	Met	In process or continuing	Responsible	New timescale	Measure
9 Organise, with the support of the panel of experts, to deliver at least one educational seminar/presentation/evening covering various topics that include equine health and legislation.		X	Education and Welfare / Staff	Ongoing. To organise by end of 2015	Programme of events organised

Finance and HR

Finance and HR Targets	Met	In process or continuing	Responsible	New timescale	Measure
1 Review and clarify management of and new complaints and disciplinary procedures.	X		Finance and HR	Review 2017	Clarification achieved and procedures actioned
2 Conduct comprehensive risk management process including projections and forecasts in line with current trends of financial activity to Year 1, Year 3, Year 5 and Year 10 (CROI).		X	Secretary to action (Finance and HR)	Report back 14 th July 2015	Forecasts completed
3 Conduct a comprehensive staff review including audit of staff skills, resources, multi-skilling with a training plan to be adopted to create a stronger, more flexible and better skilled staff to meet future challenges.		X	Chairman, Chair of Finance and Secretary to action	Report back 14 th July 2015	Staff evaluated, training needs identified

Judging and Showing

Judging and Showing Targets	Met	In process or continuing	Responsible	New timescale	Measure
1 Continue to review and update the Judges' Handbook.		X	Judging and Showing	November 2015	Revised version published annually
2 Review and amend the process for a) Mentoring b) Probation and assessment of future panel judges.		X	Judging and Showing	a) Nov 2015 b) Nov 2015	a) Process in place b) Actioned
3 Review minimum age for judges.	X		Judging and Showing		Decision reached
4 Invite affiliated shows to request/require judges to publish reasons for their placings.	X		Judging and Showing		Decision reached 2014
5 Organise a Judging and Breeding conference at Stoneleigh 31 st October, 2015.	X	X	Judging and Showing /Staff		Organised for 31 st October 2015
6 Review the medal criteria.		X	Judging and Showing		Interim review July 2015 J&S review July 2016