



Australian Carriage Driving Society Strategic Plan 2016 – 2018

Mission Statement:

“To be the foremost organisation for the development, management, conduct and promotion of Carriage Driving, through consultation with, and the delivery of services to, members”

Objectives:

The Objectives of the ACDS as set out in the Rules and Regulations of the Organisation are:

- 2.1 encourage and promote the driving of horses and ponies;
- 2.2 educate persons interested in horse and pony driving;
- 2.3 promote and offer education in respect of the building and restoration of horse drawn vehicles;
- 2.4 provide for the education and training of officials for the various activities of the ACDS;
- 2.5 set up and maintain a national scheme of accreditation for persons to teach driving at all levels;
- 2.6 promote and encourage competitive and non-competitive driving events and activities;
- 2.7 apply rules to the sport of combined driving;
- 2.8 setup and maintain a register of harness horses and ponies within Australia;
- 2.9 act as a supreme governing body for all clubs, associations and like organisations in Australia interested in carriage driving;
- 2.10 encourage and assist the setting up and administration of Local Clubs;
- 2.11 cooperate with, assist and affiliate with kindred organisations;
- 2.12 to pay or apply (including by donation) the funds of the ACDS for any purpose conducive to the attainment of any of the foregoing objectives;
- 2.13 to seek grants and donations from Government and private bodies for the promotion of the objectives of the ACDS;
- 2.14 make bylaws in relation to any matter or item within, or related to the rules or activities of the ACDS;
- 2.15 encourage the development of international driving in Australia, assisted with support by affiliations with appropriate organisations which may include the Equestrian Federation of Australia.

Organisational Structure:

The ACDS is ‘federated’ organisation consisting of Federal Council (four member-elected Office Bearers and six State Branch representatives), six State Branches which in turn represent affiliated Clubs within their prescribed geographical areas.

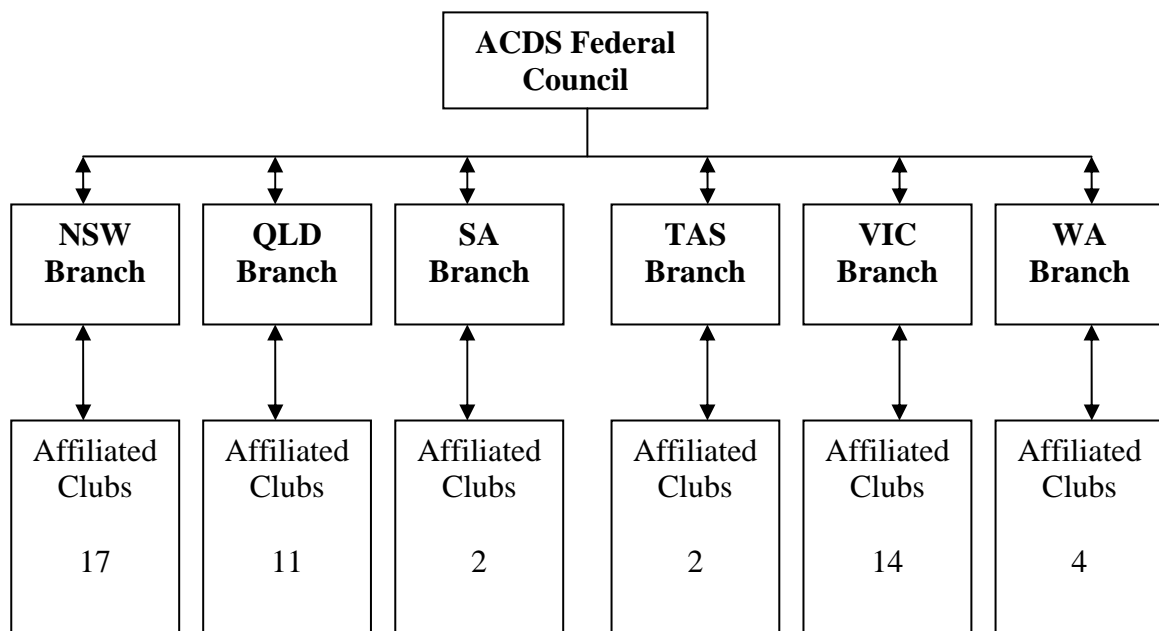
The federal entity is incorporated in the ACT, each of the State Branches is an incorporated body within their State, and affiliated Clubs are legal entities in their own right.

The role of Federal Council is to provide overall management for the organisation, to set policy and establish Rules and Guidelines for sports management, administer membership and sports management functions, disciplinary procedures, and source insurance cover for the benefit of members and affiliated Clubs.

ACDS State Branches have the role of administering relevant aspects of carriage driving within the constraints of Policy / Procedures established by Federal Council, and of providing a representative function for affiliated Clubs.

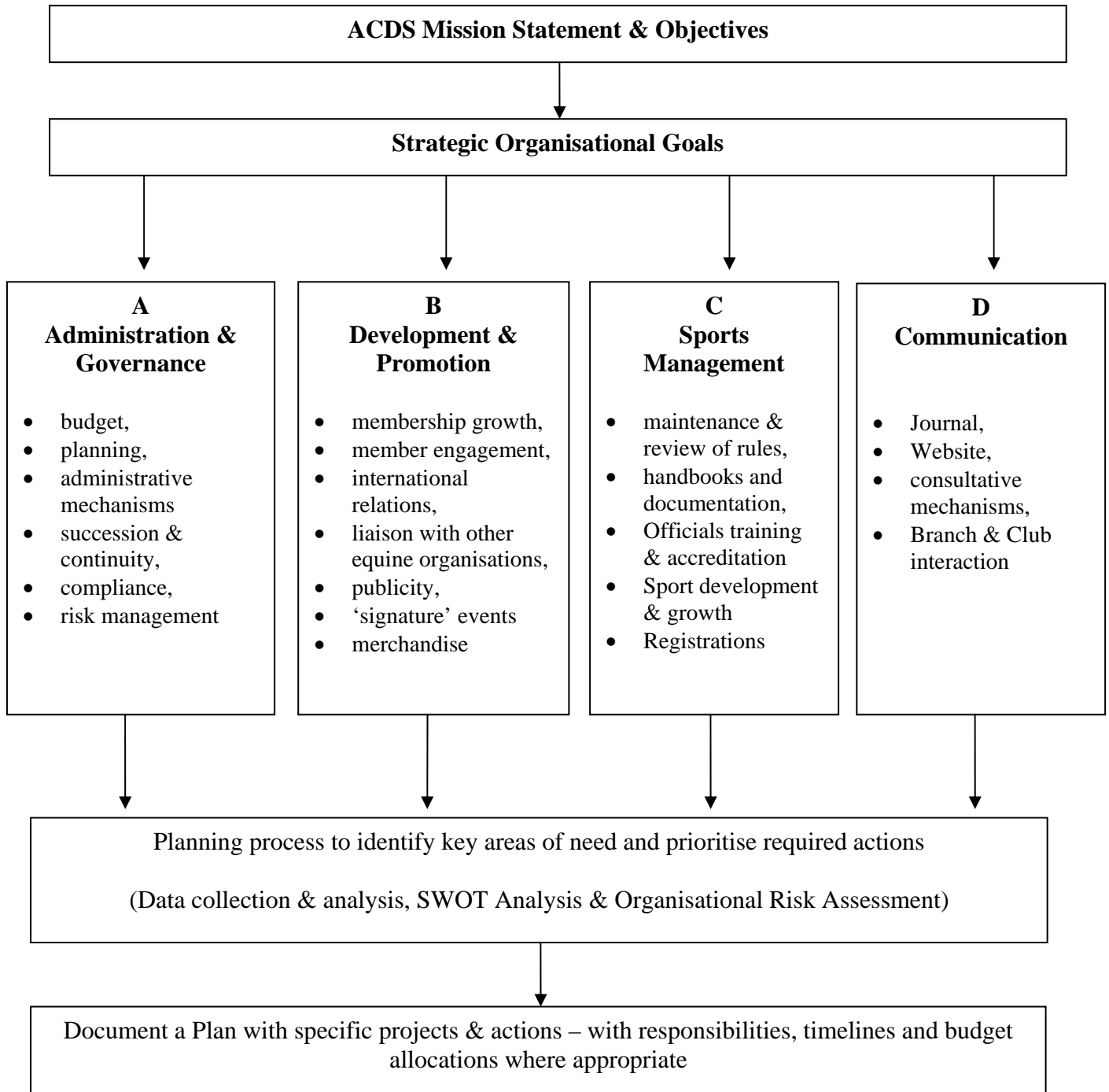
The position and views of State Branches is directly informed through consultation with affiliated Clubs and the membership, and in turn each State Branch is represented on Federal Council and on the various Federal sub-committees tasked with management of each of the five carriage driving disciplines.

Affiliated Clubs (currently 50 throughout Australia) are the member-driven groups which conduct a wide variety of carriage driving activities under the umbrella of the ACDS. Clubs are at liberty to conduct the activities which interest their members, within the rules and guidelines as set by the ACDS so as to ensure necessary and appropriate insurance cover and sports governance.



Functional Operation:

The operation of the ACDS can be broadly grouped into four (4) Functional Areas, each with its respective elements listed below (not necessarily exhaustive):



Strategic Organisational Goals

For the period 2016-2018 the broad strategic goals for the ACDS have been defined as follows:

- **Retain and grow the membership base;**

Through greater membership engagement, increased services and 'value for money' for members, targeted promotion of carriage driving, and a coordinated approach to publicity with State Branches and affiliated Clubs.

- **Secure the long-term sustainability of the organisation;**

Through enhanced management systems for the organisation, continuity and succession planning, financial and governance performance, and the effective management of risk.

- **Cement the ACDS' position as the principle carriage driving organisation in Australia;**

Through specific projects to grow each of the Disciplines; improved relationships with other organisations and the pursuit of opportunities for formal recognition of the organisation's role and value; and the improved delivery of services to members.

The individual elements of the Action Plan are intended to pursue these broad strategic goals.

Strategic Planning Tools

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis:

A high-level SWOT Analysis has been conducted to identify areas that may require attention, either from a positive aspect or which potentially may have a negative impact on the ACDS.

Organisational Risk Assessment:

A risk assessment conducted on the operational aspects of the ACDS focuses on establishing the context in which the organisation exists and building on the Weaknesses / Threats aspects of the SWOT analysis so as to better understand the relative priority which those issues need to be dealt with.

Action Plan:

With the broad strategic goals in mind, and building on items identified through the SWOT Analysis and Risk Assessment, a three year Action Plan has been developed to capture required actions, prioritise resources and allocate responsibilities.

The Action Plan is a dynamic document intended as a management tool for Federal Council that will be revised and will grow as circumstances dictate, and as a result of regular review and feedback from the membership.

Measurement & Reporting:

Where practical, comparison of the ACDS against similar organisations elsewhere in the world will be used to provide guidance and inform decision making.

Greater understanding of the nature of activities conducted within the ACDS, the membership profile, and feedback from the Members will be used to inform further development of the Action Plan, and specific projects within it.

Progress against the Action Plan will be reviewed quarterly at Federal Council, and reported on annually to members through the Federal AGM.

The effectiveness of Strategic Plan will be evaluated in June 2018 and performance against the organisational goals assessed.