

Border Collie Club of SA Inc



5 Year Strategic Plan

2023-2028

(Drafted S.S.) Plan Ratified 12/07/2023



Table of Contents

Presidents Message.....	3
Committee Summary	4
Introduction (Vision and Mission Statements)	5
The Plan.....	6
Analysis of Club History.....	7
SWOT Analysis.....	8
1. Strategic Development Process – Governance and Management	9
2. Strategic Development Process – Development and Participation.....	12
3. Strategic Development Process – Club Operations	14
4. Strategic Development Process – Marketing and Promotion	15
Committee Structure 2023 / 2028	17
Notes.....	18

PRESIDENTS MESSAGE

Welcome to the 2023 – 2028 Strategic Plan.

I am pleased to introduce the new Strategic Plan for the Border Collie Club of SA Inc for the 2023-2028 period.

The Club has undertaken a transparent and inclusive process to develop this Strategic Plan.

The Management Committee has been energised and excited as the process unfolded. We are deeply grateful for everyone's hard work and for the passion they bring to the overall task of considering the best way forward for the club.

These ideas are reflected in our Mission and Vision. The Mission for the Club remains true to our constitutional purpose. Our vision statement, which defines where we are going over the next 5 years, emphasises the role that your club can play within the South Australia region and beyond.

In this document, we present a set of descriptive Strategies as well as a collection of more specific Strategic Goals. The Border Collie Club of SA Inc has identified these Themes and Strategic Goals as priority areas for the Club. As implementation of the Strategic Plan goes forward, the Themes will define where we are heading and the Goals will be the actual areas of focus and resource allocation.

This Strategic Plan is an attempt to provide a sound base to our club through the application of innovative knowledge and problem-solving frameworks.

We hope that the themes and goals will provide the framework for setting expectations for what can be accomplished and how we will get there.

We are all eagerly anticipating making significant and accelerated progress on these goals, and we hope you share our enthusiasm for all the exciting opportunities that await us.

Yours sincerely,



Matthew Fisher
President
Border Collie Club of SA Inc

COMMITTEE SUMMARY

The preparation of the 2023 – 2028 Border Collie Club of SA Inc strategic plan sets forth the Vision, Mission, S.W.O.T analysis, strategic result areas incorporating the developed sub categories, outcomes, broad strategies and time frames linking to a review and report for the organisation to monitor the progress of the plan.

This document has been developed through the evaluation of affiliated strategic plans and has been conducted via planning meetings involving a broad cross section of the club membership as the key stakeholders. These forums provided an opportunity for the membership to gain knowledge and develop skills relevant to conducting future planning forums and creating further plans related to the ongoing development of the club and the broad range of Border Collie breed activities within the South Australia region and beyond.

Initial preparation for the 2023 - 2028 strategic plan included conducting several initial planning meetings with the members of the management committee to review the proposed strategic plan and to prepare and agree on the framework progress. Consideration was taken to developing a format that allowed for the education and training of a greater number of club volunteers to develop their skills and enhance their capacity to develop the new plan and to take ownership of future planning strategies.

Included within each of these meetings were developed learning points for use by the stakeholders present to define and adopt each of the relevant areas needed to create the 2023 – 2028 strategic plan. These key learning points and reference materials will assist the club in developing ongoing strategic and operational plans. Following on from these planning sessions, the draft strategic plan has been developed for the endorsement by the members of Border Collie Club of SA Inc. Presentation of the developed draft strategic plan has been delivered by various members of the club involved in the planning process at a meeting convened to present the plan to the general membership. This delivery links to the process of ownership of the strategic plan as developed by the membership.

Having now created the strategic plan and developed a greater awareness within the membership of the need to plan for the future, the challenge will be the re-evaluation of each item and expeditious implementation of the plan in the future to achieve the goals and objectives as created and to ensuring the ongoing sustainability of the Border Collie breed within the South Australia region and beyond.



Introduction

This Plan has been formulated in support of the new Club Vision

VISION

“To become a viable and dynamic Border Collie breed ambassador in the South Australian Dog community by creating a positive, sustainable club culture based on a strong administration and a fun and productive community environment that promotes and enhances the breed and treats all members equally”

MISSION



Provide strong, stable, committed and accountable leadership.



Maintain best practice governance policies and procedures that deliver excellence in all areas and at all times.



Provide open, clear and effective communication to all club members and stakeholders at all times.



Promote and deliver a socially inclusive family orientated and friendly culture in a safe, drug free environment.



Promote the responsible service of breed education and activities within the club environment.



Provide pathways to develop and maintain Members, Trainers, Breed Judges and Volunteers.



Maintain and develop a culture of good sportsmanship, respect and tolerance.



THE PLAN

This plan provides a road map for the continued growth and success of the Border Collie Club of SA Inc.

We are focused on establishing and maintaining a club culture where:

- members are treated equally and have the same rights to the facilities and equipment irrespective of knowledge or abilities;
- a key emphasis is on the fellowship and enjoyment of the Border Collie breed;
- people want to be part of the Border Collie club community.

We recognise that our success depends on attracting and retaining members who are looking for a club of this nature. This is also vital at the junior level, where our emphasis **must** be on recruiting for the future, both in terms of the junior handlers, but equally as important, encouraging the involvement of their Parents.

We recognise the need to survey members on topics relating to key items namely - communication, training/education, community and social involvement.

This 5 year plan is about taking the next step, with the key priorities being:

- Progressing further development;
- Entice members to participate in club activities rather than rely on Dogs SA;
- Attracting and developing members to become a destination club for the breed;
- Member transition and development from participant to positions of leadership and development;
- Member retention;
- Implementing all inclusive programs for participants ie Showing, Herding, Obedience, Grooming etc;



Analysis of Club recent history

In 2000 a Border Collie Club was initially conceived but failed to progress and was left in a dormant situation.

In 2020 a small but very enthusiastic new group of people put the wheels in motion to restart the Club.

Today The Border Collie Club of South Australia Incorporated is a strong viable club with strong leadership and enthusiastic members who are striving to be one of the best dog breed clubs in Australia.

There are many registered breeders and a great deal of knowledge within the Club many of whom have multiple championship winning Border Collies in varying disciplines.

The aim of the club is to succeed with a Vision and a Mission, a working Constitution and a dedicated Volunteer base striving to be a club of destination in South Australia and to host Championship and National events.

Being a young club, we have some challenges ahead, some of which are outlined below, hence the production of this document.

To reach our goals we will need to achieve many of the following: -

Where we sit:

- Finances are low due to limited membership numbers so far and as such there is limited ability to purchase equipment/items or have cash reserves to host a national;
- Additional fundraising and Sponsorship required
- Healthy list of current Breeders.
- Ongoing attention to administration set up;
- Affiliation with Dogs SA and the National Border Collie Council;

Areas for improvement:

- Attraction of more Volunteers and Members;
- Further broaden club demographic (i.e. ages, disciplines and all abilities);
- Skill development for members;
- Retention of Members;
- Significant additional "hands on" participation by all committee members and undertaking of specific roles within the committee;
- Consistency and development support for Trainers, Breed Judges, Disciplines etc.



SWOT ANALYSIS

<p>Strengths</p> <p>Committed Volunteers Membership Culture developing Long Term participation Club Loyalty Gender equity Increased Specialist access</p>	<p>Weaknesses</p> <p>Lack of substantial Volunteer numbers Member retention Minimal Funds Number of quality Trainers and Judges Small size of club Committee involvement</p>
<p>Opportunities</p> <p>Partnerships Sponsorship Fundraising Volunteers Club links Functions and Events Club ground / facilities Expanded competitions</p>	<p>Threats</p> <p>Other sports and Clubs Rising participation costs Volunteer fatigue Disillusionment Financial Lack of success Committee member involvement Member retention</p>

1. Strategic Development Process – Governance and Management

The Border Collie Club of SA Inc will maintain an ongoing process of performance monitoring, through the agreed sub categories within these strategic results and are to ensure the club remains at the forefront of providing strong governance and informed management that delivers the outcomes agreed upon, through the use of the broad strategies developed by the club, within the timelines listed.

SUB CATEGORY	OUTCOMES	BROAD STRATEGIES	TIMELINE	RESPONSIBILITY
Financial Management	1.1 To ensure best practice financial management developed	Continually seek to improve and maintain best practice financial management as cited in the Clubs Constitution and Policies and Rules documents.	May 2023 – Ongoing	<i>Treasurer / Committee</i>
	1.2 Improved positive financial position leading to improved sustainability for the club	Create annual cash flow and budget projections. Link these to operational plan priorities to ensure goals and objectives are achievable and within Club's financial capability	Annually	<i>Treasurer / Committee</i>
	1.3 Maintain and update financial accounting procedures and provide transparency to membership	Maintain and improve monthly and annual financial reporting to ensure compliance with requirements	May 2023 – Ongoing	<i>Committee / Treasurer</i>
Governance and Management Structure	1.4 Fee Payment	Create and maintain consistent and effective fee payment structure for members to eliminate late or nonpayment of fees	May 2023 - Ongoing	<i>Committee / Treasurer</i>
	1.5 Agree to and adopt best management structure	Conduct an annual review of management structure and amend or modify where appropriate to provide best structure for the interests of the club	Annually	<i>Committee</i>
	1.6 Review, update and maintain club policies and procedures	Introduce a succession plan for executive positions. Conduct an annual review of all policies and procedures so as to	Annually Annually	<i>(S.S.) / Committee</i> <i>Committee</i>

		<p>remain relevant to the successful operation of the club and amend or alter as appropriate.</p> <p>Continually review all club management, subcommittee and volunteer roles.</p>	Ongoing	<i>Committee</i>
	1.7 Continually source and implement ongoing training and education throughout all roles within the club	<p>Develop and implement management committee succession planning.</p> <p>Source ongoing assistance from internal and external interests to develop and progress club members skills opportunities.</p> <p>Provide ongoing mentoring and training across all roles within the club</p>	<p>Annually</p> <p>Ongoing</p> <p>Ongoing</p>	<p><i>Committee</i></p> <p><i>Committee</i></p> <p><i>Committee</i></p>
Constitution, Bylaws, Policies and Procedures	1.8 Review and update Constitution and other relevant document as required	Review current Constitution to ensure relevance for current operations.	Annually	<i>(S.S.) / Committee</i>
		Ensure integrity and compliance with Government rules and regulations.	Ongoing	<i>Committee</i>
	1.9 Club Code of Conduct and Ethics	Develop and implement a club Rules and Policies document linked to the Constitution and review annually.	Annually ongoing	<i>(S.S.) / Committee</i>
		Implement Club Code of Conduct and Ethics documentation for all Administrators, Trainers, Members, Participants, Volunteers to ensure a high level of good behaviour at club events	Ongoing	<i>(S.S.) / Committee</i>
		Maintain a Club Conflict of Interest Policy linked to the Constitution and reviewed annually	Annually ongoing	<i>(S.S.) / Committee</i>
Risk Management	1.10 Ensure club is actively seeking to reduce all forms of risk to the club at all times	Maintain and improve Dogs SA affiliation	Ongoing	<i>Executive Committee</i>

		Maintain the Risk Assessment document to suit all operational needs of the club.	Ongoing	<i>(S.S.) / Committee</i>
		Maintain and improve Risk Management audits across all areas of the club activities.	Annually	<i>Committee</i>

2. Strategic Development Process – Development and Participation

With a key focus on increasing grassroots participation numbers, the 2023-2028 strategic plan will attempt to deliver an increased number of opportunities for participants within the Border Collie community to become actively involved in. With developed and dedicated pathways, the club will be ideally place to engage more volunteers linked to increased participation numbers that will ensure the ongoing stability of the club.

SUB CATEGORY	OUTCOMES	BROAD STRATEGIES	TIMELINE	RESPONSIBILITY
Member Participation	2.1 Increase participation numbers achieved and maintained	Conduct active fun participation programs for targeted age groups.	Ongoing	<i>Committee</i>
		Mentoring by identified Senior members major events/shows i.e., Royal Adelaide Show.	Ongoing	<i>Committee</i>
		Source funding opportunities to promote participation initiatives	Ongoing	<i>Committee</i>
		Source calendar of community events and Dogs SA events to align with as “come and try” opportunities.	Ongoing	<i>Committee</i>
		Engage in substantial community promotion of the Border Collie breed and participation programs and create greater awareness of Border Collies in the community.	Ongoing	<i>Committee</i>
		Conduct an annual survey of members to gauge ongoing participation and progression.	Annually	<i>Committee</i>
	2.2 Social Management	Conduct an annual survey of members at the end of each year seeking feedback incorporating options such as: - <ul style="list-style-type: none"> ➤ Quality of programs ➤ Participation levels ➤ Governance ➤ Skill/Pathway ➤ Value for Money 	Bi-Annually	<i>Planning Sub-Committee</i>

		<ul style="list-style-type: none"> ➤ Social Engagement ➤ Facilities ➤ Sense of Community <p>Initiate and enforce Code of Conduct Rules to be adhered to by all members to ensure consistency within the club</p> <p>Initiate and promote social activities to foster and develop greater club ownership and club spirit.</p> <p>Develop and provide opportunities for social involvement</p> <p>Engagement as a Club to host National Competitions.</p> <p>Implement a sub-committee to ensure uniformity of club goals and strategies</p>	<p>Annually</p> <p>Annually - Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p><i>Committee</i></p> <p><i>Committee</i></p> <p><i>Committee</i></p> <p><i>Committee</i></p>
Equipment	2.8 Club to have adequate equipment to host events	<p>Create, maintain and develop the dedicated position of Equipment Officer including position description and seek volunteer to undertake the role.</p> <p>Implement fundraising ideas to secure funds for equipment.</p>	<p>Annually Ongoing</p> <p>Ongoing</p>	<p><i>Committee</i></p> <p><i>Committee / Fundraising Sub-Committee</i></p>

3. Strategic Development Process – Club Operations

Through the revision and adoption of a relevant Master Plan that meets the needs of the club and community, the club will seek to host a wider variety of events with a view to increasing participation with and by regional and / or National clubs whilst working with, and engaging the community and increasing the number of patrons attending club events. From a business performance strategy, greater revenue is to be derived through more strategic fundraising and club events. The club will strive to ensure the utmost in excellence in all events at all times in both the club and any future club facilities.

SUB CATEGORY	OUTCOMES	BROAD STRATEGIES	TIMELINE	RESPONSIBILITY
Facilities Management	(We have no facilities of our own)			
	3.1 Increased use of Dogs SA facilities	Continue liaison with Dogs SA re their strategic plan for the area	Ongoing	Committee
		Maintain an events committee to investigate all potential uses of available facilities	Ongoing	Committee

4. Strategic Development Process – Marketing and Promotion

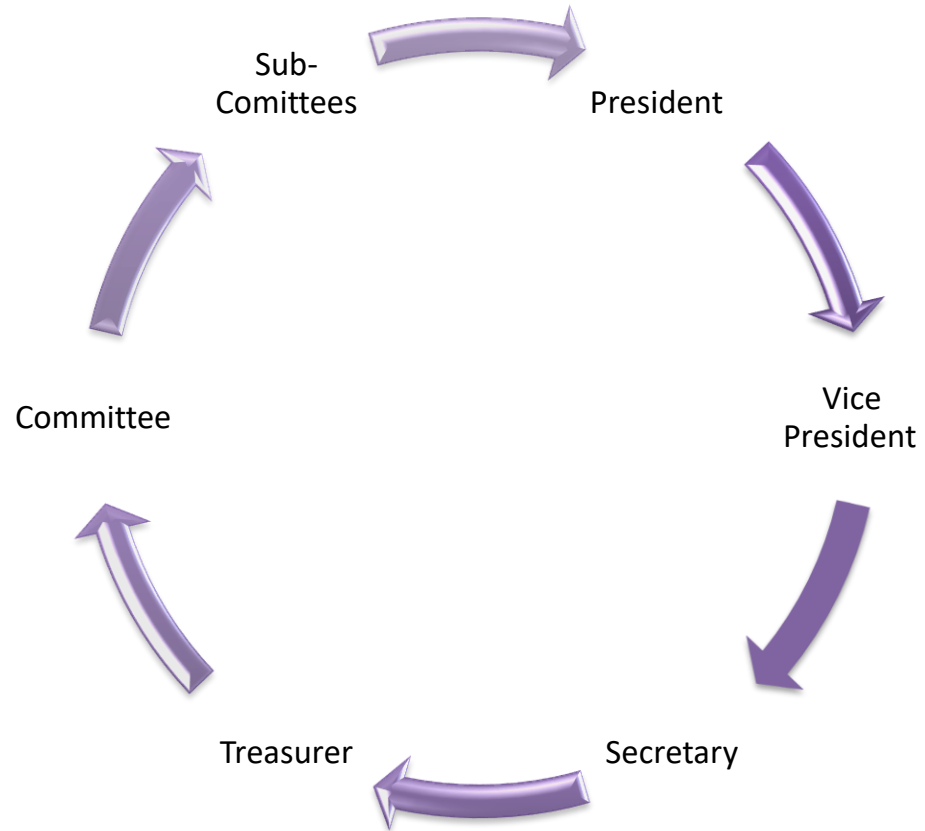
A collective, holistic approach to focus on marketing and promoting two streams within the club, being Border Collie dog breed and club operations will deliver improved performance within this strategic area. The Border Collie Club of SA Inc will need to be at the forefront within the region in this key area. By being diligent, setting and achieving targets to create an even greater presence and awareness within the South Australia region, opportunities will arise to source increased sponsorship and revenue for both our objectives and club operations. Improvement in this area will lead to improved performance in all other strategic areas and to creating an all inclusive, family friendly club.

SUB CATEGORY	OUTCOMES	BROAD STRATEGIES	TIMELINE	RESPONSIBILITY
Club – Promotions	4.1 Increased number of club events held	Continue to develop and host all inclusive social events	Ongoing	<i>Fundraising Committee</i>
		Encourage all members to engage with other breed disciplines after events.	Ongoing	<i>Committee</i>
		Develop and distribute “all of Club” social events and provide an annual social calendar of events to all members.	Annually / Ongoing	<i>Secretary / Committee</i>
		Actively market and promote all club events to all club members.	Ongoing	<i>Social Media Co-ordinator</i>
Breed - Marketing	4.2 Increased sales of Club Merchandise	Maintain and update club merchandise list. Ensure list available at all events.	Ongoing	<i>Merchandise Officer</i>
		Continually seek to update merchandise and promote same by seeking members thoughts and ideas	Ongoing	<i>Merchandise Officer / Social Media Co-ordinator/ Secretary</i>
	4.3 Sponsorship template created	Maintain and enhance a Sponsorship Prospectus and make available to all members.	Ongoing	<i>Fundraising Officer</i>
		4.4 Increased awareness of all activities undertaken by the Club	Source funding to assist with marketing activities.	Ongoing
	Create marketing material to use both by social media and hard copy.		Ongoing	<i>Social Media Officer</i>

Club – Sponsorship	4.5 Maintain current sponsorship of the club and increase the number of sponsorships annually	Develop and improve marketing campaign to target key stakeholders,	Annually	<i>Secretary / Website and Facebook Administrators / Committee</i>
		Increased number of media and social media articles within the local community	Ongoing	<i>Committee</i>
		Continually review and amend sponsorship prospectus with current sponsors annually via template to ensure relevancy.	Ongoing	<i>Committee</i>
Club – Marketing	4.6 Increase awareness of the club within the community	Implement strategies to engage future potential sponsors.	Ongoing	<i>Volunteer Co-ordinator / Media Officer / Committee</i>
		Develop strategies to market the club to the community via social media and word of mouth.	Annually	<i>Volunteer Co-ordinator / Committee</i>
		Ensure only designated members to present official club media statements and promotion.	Annually	<i>Volunteer Coordinator / Committee</i>
Club - Volunteers	4.7 Increase the number of volunteers within the club for a wide range of activities	Actively promote and seek volunteers within the club, community all members and stakeholders. Involve and engage Volunteers in training, education and mentoring to support them in their roles.	Ongoing	<i>Committee</i>
		Ensure all committee members have specific roles or portfolios to undertake to lessen the burden on others	Ongoing	<i>Committee</i>



Committee Structure



Members

Notes

