

WA POLO ASSOCIATION STRATEGIC PLAN 2016 – 2019



April 2016

CONTENTS

	<u>Page</u>
INTRODUCTION	3
EXPLANATORY NOTES	7
MISSION and VISION	8
VALUES	9
KEY RESULT AREAS SUMMARY	10
STRATEGY STATEMENTS SUMMARY	11
KEY RESULT AREAS	
Key Result Area 1 – Governance and Management	12
Key Result Area 2 – WA Polo Development	13
Key Result Area 3 – High Performance	14
Key Result Area 4 – Competition	15
Key Result Area 5 – Communications	16
APPENDICES	17

INTRODUCTION

President's Message to Members

I am pleased to deliver WAPA's 2016 - 2019 Strategic Plan as a first step in a concerted effort to grow our magnificent game. The implementation of this plan will require considerable effort from the Board and you to ensure that as a member you are able to contribute in helping create a vibrant and growing sport.

Today there exists an opportunity for WAPA and other like-minded horse sport associations to improve commercial viability and broaden access to the recreational horse sector. This can be achieved through collaboration, clear communication and strong leadership.

The WAPA is committed to continuing a lead role in communicating to all decision-making agencies that the recreational horse sector is a highly prized economic, social and environmental contributor to the community.

The WAPA's Vision underpins our commitment to strengthening our own sport and in doing so, contributing to the value of the WA Recreational Horse sector. Our Vision is...

"An exceptional polo experience for existing and new members of WAPA that stimulates a vibrant and growing Polo community comprising riders, volunteers and spectators."

The WAPA has identified several overarching themes to achieve our vision.

First and foremost we must identify ways in which to keep existing members and attract new people to polo. One way in which we will achieve this is by running more open days to attract those riders (and non-riders) to experience the thrill and pleasure of playing polo. Another way is to support the WA Clubs in attracting new people to the sport.

By growing our membership, including a new social category, we will strengthen the financial and operational status of WAPA, the Clubs and therefore the sport.

Another key initiative is to support the Perth Polo Club in obtaining government support for a staged development at Kings Meadow. This will comprise new drainage, irrigation, relaying couch turf and stables. Later developments will include improved clubrooms and spectator facilities.

Once we have improved Kings Meadow to an international standard, WAPA is committed to supporting the creation of a number of new higher-profile events such as an annual Indian Ocean Rim Competition. We believe that these types of events will stimulate greater commercial opportunities in the sport. This initiative is in direct step with the State Government's policy in developing sport and recreation ties with the Indian Ocean Rim.

Anchoring Kings Meadow as polo's "home" is also a critical step in achieving grass roots growth in the sport. In partnership with existing polo businesses, WAPA is committed to creating pathways from beginner to elite through the transfer of skills and knowledge from our highly talented pool of professionals and amateurs.

In order to implement the plan, the Board is creating several sub-committees and will be calling for expressions of interest from members not on the Board to participate.

The WAPA Strategic Plan has been distributed to you for your comments and the Board will consider all input when preparing the Final document. It is a "live" document and as such we will be reviewing it regularly to ensure we are on the right track.

If you have any questions please feel free to contact WAPA as we want to ensure that you are able to help the Board achieve what is outlined in our Strategic Plan.

Adil Bux
President
Western Australian Polo Association

Our Role as a State Sporting Association

As Polo's state sporting association, the WAPA has the responsibility to provide both strategic direction and operational support to the WA polo community to ensure the growth and success of the sport in WA.

In order to grow Polo, WAPA is committed to broadening access to the sport across a range of new cohorts. In particular it sees the targeting of juniors, women and novice baby boomers as potential areas of growth.

This philosophy underpins the establishing of a WA Polo Development Branch and is in keeping with the Department of Sport and Recreation's overarching strategies for the development of sport in WA. Through implementing the WAPA 2016-2019 Strategic Plan, the organisation will seek to overcome the challenges facing all sports as outlined in DSR's Strategic Directions 5 Plan. These include:

- Participation
 - Offering increased access to polo through a range of school programs and social participation aimed at getting people involved who do not own horses or properties
 - Developing innovative events and tournaments with a greater social focus such as soft ball games with RDA
- People Development
 - Recruiting retiring baby boomers to volunteer their skills and expertise into the sport in order to build the skill base (not just horse owners or parents of riders)
 - Vocational pathways for riders and the extended labour force linked to school based and tertiary equine management programs
 - Support for clubs to undertake needs and skills audit for their clubs
- Industry Development
 - Promote the extraordinary level of (and understated) social and mental well-being that horses provide to people
 - Create an Indian Ocean Rim competition and knowledge transfer
 - Establish a Polo Knowledge Vault in WA for the purpose of both knowledge transfer within the state and on-selling to interstate and international polo communities
- Organisational Development
 - Continue to practice our cornerstone philosophy of becoming financially self-sustaining

- Places and Spaces
 - Commit to the co-location for sympathetic equine activities and shared use (free and commercial) of amenities
 - Commit to the development of Kings Meadow as a showpiece, city proximal, heritage venue
 - Commit to the continued environmental sustainability of equine activity

- High Performance
 - Establish internship programs to ensure pathways from juniors to the elite level
 - Strive to bring high quality competition to WA

In keeping with the Australian Polo Federation's strategic planning process (recently completed), the Western Australian Polo Association has produced this 2016-2019 Strategic Plan with input from its Board at a series of meetings and email correspondence.

The areas covered during the consultation were:

- An examination of external influences on the organisation and how these might impact on the sport and therefore WAPA
- The linkages between the state and the directions from the APF
- A development of Key Result Areas based on the above discussion
- Identification of broad strategies to achieve success in the Key Result Areas

The broad strategies outlined in this document will contribute to WAPA achieving the following objectives:

- Continuing to provide excellent quality financial and operational management, and governance
- Growing the pool of Polo participants from school to elite levels
- Maintaining and improving success at the international level
- Partnering clubs to develop strong awareness by the wider community of the social, economic and cultural contribution that Polo brings to communities of interest and the state as a whole
- Effecting healthy and strong working relationships with a diverse range of internal and external stakeholders
- Positioning itself as the leader in the performance horse sports sector
- Assisting regional clubs to develop membership growth plans
- Achieving the financial plan that provides the resources necessary

EXPLANATORY NOTES (for information only)

The **Vision** as described in this document is the organisation's dream – an evocative statement describing where WA Polo sees its future.

The **Mission** is the statement of purpose – a description of how WAPA intends to bring reality to the Vision.

Both the Vision and Mission are underpinned by the values that WAPA the organisation holds true to itself.

The **Values** are what bind the building blocks of the organisation.

The building blocks are the most important aspects of the organisation's function. They are encapsulated in the Strategic Plan as **Key Result Areas**.

There is a **Goal Statement** (or more than one) for each of the Key Result Areas and these describe what the organisation intends to do about the respective Key Result Area. Goal statements can also be described as Objectives

The **Strategies** listed below each Key Result Area broadly describe what is to be done. It will be up to the Committee to give priority to certain strategies.

Performance Measures are provided so as to evaluate whether the goal statement has been met.

This Strategic Plan is to be considered a live document and should by necessity require change so as to ensure it remains relevant and is able to steer WA Polo towards its Vision.

VISION AND MISSION

VISION

An exceptional polo experience for existing and new members of WAPA that stimulates a vibrant and growing Polo community comprising riders, volunteers and spectators.

MISSION

Our mission is to advance the development, professionalism and accessibility of Polo. We do this by:

- Coordinating the efforts of our clubs and members to grow participation at all levels
- Supporting the coordination and running of competition and events from the social level to the elite level
- Implementing strategies from the APF at the state level to ensure national consistency
- Developing closer ties with teams from the Indian Ocean Rim
- Playing a lead role in the development and management of a valuable horse sport industry in WA
- Providing support and advice to local and state government on equine related planning decisions

VALUES

Respect for People and Horses

We are committed to a working and sporting environment that greatly values respect, integrity, and teamwork for staff, volunteers the players, spectators and especially our horses.

Access

WA Polo regards access to the sport as a cornerstone value regardless of a person's gender, income or cultural background.

Communication

We will communicate with all of our stakeholders in a spirit of open dialogue. Transparency and openness is an essential part of our philosophy and practice.

Safety

Safety of both human and equine participants is paramount for our sport.

Fair Play

We embrace fairness in sport for the benefit of all participants. These values are ingrained in our philosophy that is fundamental to integrity and honesty at all times in a drug-free sport.

Respect for the Environment

We strive to ensure our activities are in harmony with the environment allowing both participants and spectators an opportunity to better appreciate the natural environment in which we live.

Enjoyment and Fulfilment

Polo will only prosper through the enjoyment and fulfilment of riders, staff, officials, volunteers and spectators at whatever level they participate.

KEY RESULT AREA SUMMARY

Key Result Areas	Goal Statements
1. GOVERNANCE & MANAGEMENT	We will continue to execute effective governance and management to provide a financially strong and sustainable state sporting association
2. WA POLO DEVELOPMENT	We will grow the participation and interest in Polo through a range of development programs implemented in collaboration with the Clubs and other recreational horse sector organisations aligned with the philosophy, practices and values of WAPA
3. HIGH PERFORMANCE	We will foster the pathway of Western Australian riders and horses to the elite level
4. COMPETITION	We will provide a vibrant program of international and domestic competition and tournaments
5. COMMUNICATION	We will use effective communication between and within all elements of the recreational horse sector to position the organisation as a leader across all horse sports and key advisor to Government

STRATEGY STATEMENTS

These key issues have been distilled from the high impact strategies identified in WAPA's Key Result Areas.

Growing Polo

A review of the international Polo sector showed clearly bodies such as the Federation of International Polo and the United States Polo Association view making polo more accessible as the critical strategy in growing the sport.

WAPA is committed to growing the sport through the establishing of a Development Branch (Sub-Committee) and the introduction of a Polo Development Fund. The Development Branch will implement strategies aimed at introducing polo to a much broader base. This will include establishing links with schools, tertiary equine management programs and targeting cohorts such as women and baby boomer recently retired.

International Exchange

WAPA sees the success of polo at the elite level closely tied to enhancing its already good relationships with teams within the Indian Ocean Rim. This supports the State Government's push to create stronger ties in the region.

The Industry can play a pivotal role in strengthening this partnership for sport and recreation outcomes as well as broader contribution to tourism, trade, commerce and state development objectives. The Industry must continue to pursue opportunities for partnerships and formal links in the Indian Ocean Rim with a particular focus on Asia in areas such as: exchange of sport and recreation expertise (e.g. sport education; facilities design, planning, construction and management, high performance athlete program management, water safety, enhancing opportunities for the tertiary sector, coaching and officiating; athlete development; and events) (DSR Strategic Directions 5)

By encouraging tournaments between our neighbours, WAPA is able to offer local riders quality competition thereby providing players with an incentive to improve their skills. The flow on effect from high quality competition spreads to the sector's workforce.

Building on the relationships forged by competition, WAPA will identify opportunities to create knowledge and skills transfer between respective countries' players and Associations.

Industry Leadership

The WA Polo Association takes its role as an equine sector leader seriously and is totally committed to working with DSR and other agencies in creating a strong and vibrant sport. Furthermore, it is our view that all the horse sectors have an obligation to work collaboratively toward strengthening the entire horse sport sector for the state and to this end WAPA is happy to take a leadership role.

Key Result Area 1 – Governance and Management

GOAL STATEMENT

We will continue to execute effective governance and management to provide a financially strong and sustainable state sporting association.

Strategy Summary

- Maintain current high standards of governance, financial and operational management and ensure all nationally directed risk management processes are implemented
- Integrate APF policies (rules, risk management, anti-doping & safety testing, member protection, discipline, handicap, selection, horse welfare) & support States and Clubs in implementation
- Integrate administrative effort across the whole organisation – identify who is best suited to carry out certain functions and bring non-committee members onto sub-committees
- Bring the EWA conflict to a resolution as a priority
- Develop a comprehensive understanding of the broader horse sector and the supporting industry
- Develop risk management strategies to address the risk to WAPA from potential reduced Government funding and impact from slower global economy
- Manage and grow financial resources

NOTE FOR ALL THE KEY RESULT AREAS

- 1. Following input from the WAPA to identify priorities, the above broad strategies will be underpinned by more detailed tasks.**
- 2. Performance Measures will be developed once the strategies have been agreed to and refined**
- 3. Timelines, resource and responsibilities will be developed once the input is completed**

Key Result Area 2 – Polo Development

GOAL STATEMENT

We will grow the participation and interest in Polo through a range of development programs implemented in collaboration with the Clubs and other recreational horse sector organisations aligned with the philosophy, practices and values of WAPA

Strategy Summary

- Form a Polo Development Branch (sub-committee) - source members from both within and outside the WA Polo and link the Development Branch with the pathways for elite riders (see KRA 3)
- Promote a broad rider and volunteer participation base where WAPA is not overly dependent on any one cohort that may be subject to external fluctuations
- Design the structure and then investigate the acceptance of a Polo Development Fund that draws a small levy from competitions
- Develop a better understanding of member profiles to target the retention of current membership, recruit lost members and attract new members
- Identify the environment that attracts people as members of clubs so as to grow the pool
- Target schools, junior Polo, Baby boomers and women as growth participation
- Formally support the Perth Polo Club initiative to develop Kings Meadow
- Undertake consultation process with Clubs to discuss the implementation of club based membership drives
- Identify where WAPA can participate in broader community development roles such as collaboration with Polocrosse, RDA, Pony Club, Adult Riders clubs
- Foster the iconic cultural standing of the horse in the community
- Recognise, Protect, Develop and Reward Polo coaches, officials and volunteers
- Actively promote Polo's leading position within the Western Australian Horse Sport Industry

Key Result Area 3 – High Performance

GOAL STATEMENT

We will foster the pathway of Western Australian riders and horses to the elite level

Strategy Summary

- Establish a High Performance sub-committee and source membership from both within and outside the WAPA whose major role is to develop the next generation of high performance riders and horses. Link with DSR's *Developing Champions Program*
- Develop a pathway from introductory programs (school based; juniors; new adults) through to the elite level. Identify what skills are required at what level and what training is required to get to the next level
- Support fee for service clinics that allow for players to improve their skills to their desired outcome. In other words manage the development of talent (Refer USPA PD Intern Program)
- Match monies from the Polo Development Fund with DSR's Athlete Travel Subsidy Scheme to establish a WAPA Scholarship fund to send talented players to the US to participate in an exchange program
- Map the knowledge and experience of the state's seasoned polo talent and develop capture techniques (interviews, documentation and video) that can then be used as either free training resources for the WA Polo community and/or selling to other States and the Indian Ocean Rim
- Continue to establish exchange programs between the WA Polo community and international teams
- Ensure WAPA has a pool of quality high performance coaches and officials to support rider development
- Establish Kings Meadow as an introductory development training centres to service the grass roots growth in the sport

Key Result Area 4 – Competition

GOAL STATEMENT

To provide a vibrant program of international events and domestic competition

Strategy Summary

- Provide access to higher levels of international competition within regional Western Australia
- Assess the idea of a short spring season from beginning of November until mid December with a break and club polo played until mid February and then resume tournaments until mid April
- Develop the concept of the Indian Ocean Rim Competition
- Improve the quality and spread of events throughout Western Australia including T a regular domestic competition of 10-12 teams, up to 8 goal level playing every weekend
- Develop propositions which attract media and sponsors at both national and local competition
- Undertake early identification of talent
- Create tournaments that support the pathways from junior polo schools to the professional level

Key Result Area 5 – Communication

GOAL STATEMENT

We will use effective communication between and within all elements of the recreational horse sector to position the organisation as a leader across all horse sports and key advisor to Government

Strategy Summary

- Develop and implement an internal communications strategy that ensures all members of WAPA have a consistent knowledge of the aims and objectives of the organisation. By properly informing all the members the organisation can expect:
 - Improvement in the delivery of services and projects through shared knowledge
 - Alignment of APF, other states and clubs (including Strategic Plans)
 - Improved retention and recruitment of volunteers through a commitment to increasing and improving communication
- Develop and execute a communications campaign that effectively promotes WAPA to audiences identified as having the capacity (and will) to support the aims and objectives of the organisation. This is critical so as to:
 - Capitalise on WAPA's reputation in the broader horse community
 - Secure its reputation within Government in light of any funding threats
 - Seek support from investors unaware of WAPA's member profile
 - Find the most effective way to work with the diverse range of horse based sport organisations
- Maintain good relationships with key stakeholders such as government, clubs, sponsors and commercial partners
- Ensure that WAPA is equipped with appropriate Information Technology to properly execute communication and other functions including any data Base

APPENDICES