



# ***STRATEGIC PLAN***

## **2017-2019**

## History & Profile

A brief history and profile of the Queensland Polocrosse Association Inc. (QPA):

- The Queensland Polocrosse Association Incorporated (QPA) was formed in 1957. The QPA now boasts 42 clubs with a vast geographic spread across Queensland, from Cairns in the north to Goondiwindi in the south, Longreach in the west and to Gold Coast in the east. At any given tournament you might find professional and business people, politicians, trades-people, farmers and school teachers all competing and mixing together. Their common characteristics are a love of sport, horses and a competitive spirit.
- Polocrosse is one of only three sports that Australia can truly claim as its own (the other two are Campdrafting and Australian Rules Football).
- Polocrosse is a family sport played by people of all ages and abilities from juniors to veterans, beginners to experts. The polocrosse season in Queensland runs through the autumn and winter months.
- Polocrosse tournaments are often the main social outing for the family who travel, play and camp together.
- Some players are content with weekend participation while others strive for representative honours. The QPA currently holds a large number of positions on the Australian representative teams.
- Queensland has hosted many International Test events over the years including visiting teams from New Zealand, Zimbabwe, New Guinea, UK, Ireland, USA and the Rest of the World Team against Australia in 1988, the inaugural Polocrosse World Cup was held at Morgan Park, Warwick in 2003 and again in April 2007. Morgan Park is also set to host the 2019 Polocrosse World Cup.
- As with many sports, volunteers are vital to the QPA, our volunteer network provide a valued service that make an enormous contribution to ensure the safe and professional delivery of our sport. The proficient management of events and careful governance of our clubs ensure that continued sporting, economic and social benefits are brought to regional and remote communities and that future growth is nurtured.
- The QPA is governed by a Management Committee of nine elected members answering to six zones and 42 clubs. The Association employs a full time State Administrator.

## **The QPA Mission**

To develop the sport of polocrosse throughout Queensland as a fiscally responsible and sustainable organisation that provides inclusive programs in the areas of coaching, umpiring and athlete development to such a degree as to make the sport enjoyable, well run and safe for all participants and visitors whilst retaining the existing member base and attracting new members of whatever age, gender, race or disability who may wish to participate in the sport.

## **The QPA Vision**

The vision of the QPA is aligned with the vision of the National body, the Polocrosse Association of Australia (PAA).

The Queensland Polocrosse Association management, coaches, officials and volunteers will strive to provide quality service and the opportunity for personal achievement in all aspects of polocrosse programs and operations with a particular focus on participation, growth, and development.

**WE VALUE**

United & forward thinking

Family orientated environment

Effective stakeholder communication

Responsible social interaction

Friendly inclusive atmosphere providing fun & enjoyment for all

Strong administration, management & governance

Participation

Respect

Trained and skilled officials

Fairness, equity & integrity

Growth

Strong & positive culture providing quality involvement

Equine development & welfare

Development

**OUR GOALS**

Effective marketing & promotions

Respect and inclusion of all stakeholders

Fitness & safe physical activity

Sustainability

Sound governance & management

Support for regional & remote communities

Support & recognition for volunteers

Sound event management

Development, improvement & achievement for all

## The QPA SWOT Analysis

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Extremely exciting game played in a safe environment</li> <li>• Strong administration and co-ordination of State activities</li> <li>• Sound communication with members and key stakeholders</li> <li>• Financial security and sustainability</li> <li>• A degree of self-funding</li> <li>• Governance and management</li> <li>• Events and competition management support</li> <li>• Volunteers, Staff and Management have a strong sense of identity and commitment to the organisation</li> <li>• Positive profile within the equestrian industry</li> <li>• Committed State Management Committee, open to new ideas and approaches</li> <li>• Unified approach to strategic planning and co-ordination</li> <li>• Sound horse welfare policies &amp; practices</li> <li>• Athlete development and pathways</li> <li>• Complete family activity &amp; involvement</li> <li>• National Database</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Limited promotion and profile of polocrosse in Queensland</li> <li>• Limited quantity and quality of coaches and umpires</li> <li>• Limited vehicles for recruiting younger members into committee positions</li> <li>• Recruitment and retention – limited player base</li> <li>• Dependency on volunteers</li> <li>• Club management and development</li> <li>• Marketing and promotion</li> <li>• Integration of new participants</li> <li>• Inactivity of accredited coaches</li> <li>• Limited access to events due to distance</li> <li>• Increased turnover of administration staff.</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Build promotion and profile of the sport via social media &amp; live video streaming</li> <li>• To further support &amp; build regional communities</li> <li>• Leverage QLD success at a National level to boost the sports profile</li> <li>• Continue to develop sound governance and management</li> <li>• Sponsorship support – attracting corporate partners</li> <li>• Networking with other horse sports – participation opportunities</li> <li>• Facility development</li> <li>• Raise profile of QPA to government and other funding agencies</li> <li>• Promote personal development, life and social skill development</li> <li>• More accurate demographic information and profile of sport</li> <li>• Youth development and participation</li> <li>• International coaching, umpiring and player representation</li> <li>• To develop women and junior participation in polocrosse in Queensland</li> <li>• Further promote the strong family values &amp; ability to involve the whole family in a shared activity.</li> <li>• Further recognize &amp; support volunteers</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Cost of the sport</li> <li>• Horse welfare issues</li> <li>• Cost of insurance</li> <li>• Litigation issues</li> <li>• Dependency on State government funding</li> <li>• Economic and weather conditions</li> <li>• Market presence and profile</li> <li>• Other horse sports</li> <li>• Increased pressure on the time available for volunteers.</li> <li>• Exotic diseases such as the Hendra Virus, Equine Influenza, Lyssavirus etc.</li> <li>• Shrinking regional populations</li> <li>• Increased competition for the family leisure time &amp; budget</li> <li>• Lack of succession planning.</li> </ul>

## 2017-2019 Deliverables

### Participation

#### Player Participation Activities & Events

Hold annual QPA junior & women's competition & a bi-annual intermediate's competition at regional clubs.

Provide an annual junior player scholarship to travel to New Zealand & host a reciprocal junior player visit.

Encourage clubs to seek approval to hold more women only or mixed competitions to increase the opportunity for female players to gain confidence.

#### Talent identification & participant pathways

Establish four (4) developmental squads of 40 participants per squad (a total of 160 participants) for clear and accessible pathways for players at all levels. Hold up to four (4) training activities and two (2) competitions for these squads per year.

Conduct two junior coaching and development camps in regional areas with a minimum of 15 attendees per camp per year.

Conduct at least one annual regional women & girls coaching clinic, encompassing player development & confidence, umpiring, strength & fitness with a minimum of 15 female players.

Provide travel assistance for elite female players to attend carnivals in regional Qld to coach, mentor and play, at least one carnival per zone each season.

Utilise Qld. representative players to coach & mentor throughout the club network, each representative player must coach at least once during the season.

Conduct club based coaching clinics utilising external coaches in at least 16 regional clubs state-wide, aiming for a minimum of 100 participants per year to improve horsemanship and game skill level.

Send the maximum number of teams possible to the biannual Australian National Titles & Albury Junior Classic.

Send the maximum number of teams possible to all available State & Inter-State competitions.

#### Regional Program Development & Delivery

Subsidise introductory one event membership and new member registration to encourage participation in regional clubs, continue to heavily subsidise junior membership fees.

Provide discounted family membership to encourage more players and families to become involved in regional areas.

Hold a minimum of four (4) training days at Qld. Pony Clubs per year, with the aim of recruiting additional members to play polocrosse. The QPA will provide accredited coaches to run training sessions.

## Grassroots support

### Member Services & Resources

Hold an Administration Workshop each year for Zones and Clubs.  
Provide training to all Club and Zone registrars on how to use the new Membership Database.  
Provide training and educational seminars to Clubs on QPA policies and procedures.  
Provide members with the opportunity to participate in integrity in sport initiatives and training opportunities.  
Provide a volunteer support network for our Clubs via improved use of our national database.  
Ensure better protection of the QPA administrative function via an IT systems overhaul.  
Develop a *New Player Induction Manual*

### Education & Training - Coaching

Conduct an annual level 1 coaching clinic for new coaches in rural areas, aiming for 15 participants per annum.  
Ensure inclusion of an integrity in sport component in all coaching clinics.  
Establish and maintain a coaching pathway for women and girls  
Establish a youth development pathway to increase the number of intermediate age coaches  
Support the ongoing Coach Mentor program.

### Education & Training - Umpiring

Ensure accreditation of new State & A grade level umpires via at least one umpire accreditation course annually, aiming for a minimum of 10 participants per annum.  
Provide travel expenses to continue to send more experienced umpires to remote and regional clubs  
Establish and maintain an umpiring pathway for Women and Girls via regional club mentoring.  
Continue to support the Umpire Mentor program via the Qld umpire committee, Zones & clubs to accredit new B grade umpires.  
Provide an annual umpire scholarship to ensure Qld umpires are in line with national & international standards

### Education & Training - Team Managers

Establish, implement and maintain Team Manager Development Groups.

### Member Communication

Produce & distribute bi-annual member's magazine

Disseminate weekly membership communique via Club Secretary email network

Ensure social media (Facebook) & the QPA website [www.polocrosse.com.au](http://www.polocrosse.com.au) are up to date & relevant to member's needs.

Support clubs in their endeavors to access sponsorship & funding.

## Governance

Review the QPA constitution on an annual basis and make changes as appropriate.

Conduct an annual performance appraisal of management committee members

Improve the induction process of new Management Committee members

Ensure Management Committee members have access to appropriate corporate governance training where necessary.

Undertake to increase the number of female Management Committee members as part of succession planning.

Undertake a complete review of the QPA policy & procedures manual in an effort to increase its user friendliness for grassroots members

Develop a QPA Financial Risk Management Policy

Ensure continued compliance with the QPA Member protection policy & improve the awareness of this policy amongst members, particularly with regard to child protection.

Responsibly maintain the QPA commercial & rural property & livestock portfolios.

Engage an external marketing consultant to better manage the QPA's marketing, particularly social media, broadcast & print in line with the QPA's three year marketing plan outlining the direction of the organisation.

Sponsorship & Marketing Committee to source sponsors for the development squads and representative teams