

Northern Territory Polocrosse Association



Northern Territory
Polocrosse
Association

Strategic Plan 2023 – 2026

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Northern Territory Polocrosse Association Strategic Plan

Our Statement of Purpose

We meet the needs of our members by managing and growing our sport with a membership base underpinned by the coordination and running of competition and events from the social level to the elite level.

We run the sport under robust governance, strong financial management, valuing our members and an unwavering commitment to the welfare of our horses.

Our Values

Polocrosse NT culture has been shaped by a combination of caring deeply for our horses, looking after each other and promoting a family atmosphere in the sport. Our culture has been guided by the following values:

Fair Play and Safety

We embrace fairness in sport for the benefit of all participants and our horses.

Enjoyment and Fulfilment

Polocrosse in the Northern Territory prosper through the enjoyment and fulfilment of riders, staff, officials, volunteers and spectators at whatever level they participate.

Community and Access

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

NTPA Goals 2023-2026

The Northern Territory Polocrosse Association Board has identified specific goals to achieve during the next three years, which have been driven by member feedback¹ and have shaped the key areas of focus for this strategic plan. The implementation of the Strategic Plan will be strongly influenced by the NTPA hosting the Nationals in 2026 and as such NTPA will be leveraging off the Nationals to grow the sport. The goals are:

1. Build momentum to running the Nationals in July 2026 (Refer to the addendum at the rear of this document for recommendations on hosting the Nationals.
2. Focus on Blue Bandage and other strategies to increase player numbers by 10% per year to underpin grass roots growth
3. Strengthen governance processes ensuring that we give ourselves the best chance of securing required sponsorship and infrastructure grants to host the Nationals
4. Improve communication within the sport and to the broader sport horse community
5. Increase the skill levels to create a larger cohort of higher - grade players

¹Feedback was collated from: The PAA Survey from 2020 (NT subset) and The PAA Club Survey in 2021 (NT subset).

Our Key Areas of Focus		
Strategic Priority Area Governance	Strategic Priority Area Participation & Development	Strategic Priority Area Business Development
<p>We will regularly review our governance structures as part of running a professional state sport association</p> <p>Sub Categories</p> <ul style="list-style-type: none"> • Constitution • Financial Management • Planning • Risk Management 	<p>We will grow and develop the sport to increase the number of members, improve skills, enhance horse quality and promote enjoyment.</p> <p>Sub Categories</p> <ul style="list-style-type: none"> • Recruit new membership (across the various categories and cohorts) • Promoting excellence through pathways for elite representation in players, umpires, coaches, administrators • Communications • Increasing volunteer base • Increasing existing member engagement 	<p>We will generate income and commercial opportunities for long term financial sustainability</p> <p>Sub Categories</p> <ul style="list-style-type: none"> • Promotion • Sponsorship • Commercial operations (securing state-wide sponsor investment) • Financial Sustainability • Building long term relationships with Key Stakeholders

Strategy Development – Governance

We will regularly review our governance structures as part of running a professional state sport association

Key Strategies

- Establish Governance Sub-Committee comprising two NTPA Board Members and three members across NT and produce Terms of Reference
- Review existing structures and policies to ensure compliance with NT Sport funding regimes
- Ensure governance principles are included in Nationals Organising Committee Terms

Subcategories

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| <ul style="list-style-type: none">• Policy and Procedures• Financial Management• Functions of the Board• Planning – risk assessment planning for the Nationals is covered in the addendum document | <p>Review and amend policy and procedures</p> <p>Undertake annual assessment of financial management of NTPA</p> <p>Establish three sub-committees (one for each key area) and call for EOI from the membership. Focus to be on seeking skills and interests for defined tasks</p> <p>Review the implementation of the strategies after 6 months (2023) and annually review the strategic plan. Review all other NTPA plans annually. (Role of the sub-committee)</p> |
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Strategy Development - Participation & Development

We will grow and develop the sport to increase the number of members, improve skills, enhance horse quality and promote enjoyment. The growth target is 200 playing members by 2026

Key Strategies

- Establish Participation and Development Sub-Committee comprising two NTPA Board Members and three members across NT and produce Terms of Reference
- Build on the data from PAA surveys to maintain understanding of members and Club needs
- Utilise PAA toolkit and other resources in supporting growth strategies
- Determine the numbers of umpires and administrators required to run Nationals
- Identify the mix of grade numbers for growth
- Ensure that pathways are created to maximise team participation at Nationals

Subcategories

- Recruit new membership (across the various categories and cohorts)
- Promoting excellence through pathways for elite representation in players, umpires, coaches, administrators
- Communications
- Club support
- Increasing volunteer base
- Increasing existing member engagement

Strategy

Undertake survey of post 219 membership to determine reasons members leave.

Develop player “personas” to develop a recruiting pathway matrix to match with existing membership categories using Blue Bandage and targeting other horse sports

Establish State Working Group (under NTPA Board member) in high performance for players, umpires, coaches and administrators and design a development program across each of the cohorts. The aim is to reach equilibrium with other states in grading through accessing Top Gun Coaches at clinics in the NT (seek funding to do so)

Develop a communication strategy framework to identify NTPA key audiences, key messages (for each audience) and the effectiveness of the current communication tools and resources

Assess the PAA NT subset Club survey to determine whether it provides a comprehensive understanding of NT club needs. If so, use the PAA toolkit and tailor it more specifically to NT.

Analyse the volunteering needs of Clubs (refer Club survey) and develop a recruitment strategy that centres on specific skills and tasks rather than looking for people to fill “roles”. Look outside of the sport to attract time and talent – in particular, for the tasks needed in planning for and then running the nationals.

Grow the social membership of polocrosse in clubs to seek people from outside the sport to provide their time and talent to the sport and allow for knowledge transfer to occur. Look outside of polocrosse for volunteers

Develop engagement strategies as part of the communication planning. Ask the question: “What do we want to engage them in?”

Strategy Development Business Development

We will generate levels of income and commercial opportunities for long term financial sustainability

Key Strategies

- Establish Business Development Sub-Committee comprising two NTPA Board Members and three members across NT and produce Terms of Reference
- Having determined what strategies, NTPA want to implement in 2023 (and thereafter to reach membership of 200+ by 2026 plus other key strategies) produce an annual business plan to determine resources required and set priorities
- Ensure linkages between the resources being sought for Nationals and the other needs of the NTPA

Subcategories

<ul style="list-style-type: none"> • Promotion 	<p>Include this as part of the communication strategy and develop a series of mini campaigns – ask what we are promoting, to whom and for what reason(s). A separate campaign needs to be started in 2023 to grow momentum for the Nationals</p>
<ul style="list-style-type: none"> • Commercial operations (could include investments, securing territory - wide sponsor investment 	<p>Build and update the economic profile of NT Polocrosse and focus on where money gets spent regularly as a way of identifying potential investors in the sport. Such as fuel merchants, insurers. As part of the business plan produce a return on investment for monies being sought.</p> <p>Produce base investment document to be used for range of private and government grants and income sources. This document should spell out to potential public and corporate investors that their exposure (and expenditure) will build to a peak for 2026.</p>
<ul style="list-style-type: none"> • Financial Sustainability 	<p>Refer WA Govt reports on ROI's for 2008 and 2018 Nationals</p> <p>Continue to demonstrate to NT Government that as an SSA you are governing a growing high value sport that requires on-going financial support from the Territory Government.</p> <p>Leverage off the Nationals to produce a financially strong Association prior to and after the Nationals</p>
<ul style="list-style-type: none"> • Building long term relationships with Key Stakeholders 	<p>Identify and produce list of current and intended key stakeholders and incorporate this as part of the communication plan and for the Nationals Organising Committee</p>

Addendum for Nationals

The hosting of the Nationals provides Polocrosse NT with an ideal platform to launch the 2023-2026 Strategic Plan. Having the Nationals as an anchoring event provides the Board with an end point to garner support for the sport both from within the polocrosse community and external parties.

The documents appended have been provided by Graham Lane and some of which the Consultant Andrew Kikeros was involved in producing.

The documents include:

- Draft Budget
- Coordination Program (roles and responsibilities)
- Gantt Chart
- Organisation chart
- Draft application to WA Tourism (\$120k) – we were successful
- VET Report for 2018
- Event Insurance
- Quotes spreadsheet
- Risk Management documentation

The documents provided will be useful for the NTPA in the early planning stages. Care needs to be taken with the risk assessment given the NT's hotter climate and a post covid time.

Recommendations:

- Review the latest Draft Strategic Plan and establish priorities for implementation
- Establish the 2026 Nationals Organising Committee (NTPA and your PA representative) You may want to consider creating sub-committees for this – eg for...
 - Event investment (sponsorship and grants)
 - Risk management planning
 - Running of the event
 - Infrastructure requirements
 - Communications
 - Player pathways and coaching to ensure maximum NT
- Write Terms of Reference for the Committee – noting that membership and tasks may require amending as the event gets closer.
- Establish stakeholder list and in particular brief the Board of the Fred's Pass Reserve