



**ARMY POLO ASSOCIATION
MANAGEMENT PLAN 2022-26 (5 YEAR PLAN)
(2022/23 version)**



Army Polo Association	
Mission	The Army Polo Association (APoloA) encourages, supports, and organises polo at all levels. By widening membership, and increasing opportunities to play the game, we will underpin the Army’s wider intent to foster esprit de corps, increase fitness, and enhance morale within all parts of the British Army.
Vision	<p>To deliver a flourishing and diverse military polo playing community, regularly training, and entering teams into tournaments at all levels and enhancing the British Army’s reputation at home and abroad. This will be delivered by achieving the following Strategic Objectives (broken down into Decisive Conditions & Supporting Effects):</p> <p>Objective 1. DEVELOP Army Polo Community.</p> <ul style="list-style-type: none"> • (DC1) ESTABLISH Army Squad. <ul style="list-style-type: none"> • (SE1.1) IDENTIFY Army Team Captain on an annual basis to manage the Squad. • (SE1.2) CONDUCT Selection based on ability, availability, and commitment. • (SE1.3) CONSTRUCT communications battle rhythm, utilising SharePoint and OS SM platforms. • (SE1.4) DEVELOP Army Polo identity (Presentation of Colours; Team uniform/kit; pony turn out). • (DC2) DELIVER Army Polo activity and enhance esprit de corps. <ul style="list-style-type: none"> • (SE2.1) COORDINATE the delivery of Army level training (link to Obj 2). • (SE2.2) DELIVER Army Polo social activity. <p>Objective 2. ENABLE Army level Training.</p> <ul style="list-style-type: none"> • (DC3) DELIVER Annual pre-season Army Level trg camps: North – BPC; South – TPPC. <ul style="list-style-type: none"> • (SE3.1) IDENTIFY Sponsor units to enable delivery. • (SE3.2) SUPPORT with finance – through sponsorship, annual learning credits, ASCB contribution. • (SE3.3) SUPPORT with Army Team coaching – ties in with development of organic coaches. • (SE3.4) DELIVER winter Trg & Tournament – Arena Polo through winter initially at TPPC. <p>Objective 3. DELIVER Army Polo Tournaments.</p>

	<ul style="list-style-type: none"> • (DC4) FACILITATE the Open Military tournaments – noting that they are “owned” by sS and AFPA. <ul style="list-style-type: none"> • (SE4.1) REVIEW the Fixtures List to provide a ‘golden thread’ through summer and winter seasons. • (SE4.2) NOMINATE administrative leads. • (SE4.3) IDENTIFY opportunity for an RMAS Tournament. <p>Objective 4. DELIVER Army Polo Overseas Tours and enhance DE activity and support FCDO overseas objectives.</p> <ul style="list-style-type: none"> • (DC5) UNDERSTAND potential opportunities. <ul style="list-style-type: none"> • (SE5.1) IDENTIFY Tour administrative lead; APOLO Director of Polo to be Tour manager. • (SE5.2) SUPPORT & COORDINATE finances through MOD / FCDO and Private sponsorship means. • (SE5.3) NOMINATE junior player Traveling Reserve to deepen and enhance development. • (SE5.4) REVIEW & IDENTIFY Senior Serving Officer to act as Chef d’équipe. <p>Objective 5. RECONSTITUTE APoloA for longevity.</p> <ul style="list-style-type: none"> • (DC6) IDENTIFY new sponsor(s). <ul style="list-style-type: none"> • (SE6.1) REVIEW requirement for single sponsor vs multiple tournament sponsors (inc. AFPA). • (SE6.2) DEVELOP relationships with previously interested organisations. • (SE6.3) HOST & DEMONSTRATE value at Rundle Cup & other Army Tournaments (TPPC & RMAS). • (DC7) IDENTIFY potential successor to Dr APoloA to begin MENTORING process. • (DC8) DEVELOP APoloA Board & Improve Governance. <ul style="list-style-type: none"> • (SE8.1) ESTABLISH APoloA Players Advisory Council & DEVELOP routine updates and meetings to ensure transparency and Regt / Corps level buy in. • (SE8.2) IDENTIFY individuals and broaden the size of the Board. • (SE8.3) REINFORCE staff capacity across the Board & EXPLOIT Advisory Council to take on some of the administrative burden. • (SE8.4) ESTABLISH a Media & Comms position on the Cttee • (SE8.5) REVIEW the employment of the Army Coach and DEVELOP organic Coaches and Umpires.
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Concept of Operations

1. **Intent.** Looking ahead over 5 years, and reviewed annually, this management plan aims to invigorate participation at all ability levels across every aspect of Polo (as per JSP 660) delivered by the APoloA. Throughout, APoloA will continue to be an inclusive organisation welcoming SP membership from Regulars, Reserves and Army Veterans to increase Service level participation in the sport and increase skill levels of all Army Polo players. Maximising playing opportunities and individual development, to allow talent to be

maximised, sits at the heart of all that is undertaken year on year. This will be delivered by a clear pathway from Novice to Senior player, identifying how, where and when players can seek to improve. Enabled by APoloA Training Camps utilising the Army & civilian professional coaches, providing opportunity at Regt, Corps, sS & IS level training & tournaments, and conducting overseas visits and tours, there is both individual opportunity and a collective capability to enhance the British Army's reputation at home and overseas.

2. **Scheme of Manoeuvre.** The APoloA annual cycle is divided into 4 phases:

a. **Phase 1 (PLAN)** will be focussed on:

- Planning and coordinating Grass and Arena Seasons.
- Scoping and planning potential Overseas Sports Visits (training camps) and Tours.
- Review of membership and Board structure.
- Review mechanisms to reduce individual cost to play / train.
- Collation and submission of operating budgetary requirements to the ASCB.

b. **Phase 2 (REFINE)** sets the conditions for Phase 3. The Board will focus on:

- Practical organisation of the programmed APoloA activities.
- Growth of APoloA membership.
- Define & publish the year's Army Squad selection criteria.
- Oversee assurance of clubs, pony providers, player capability and individual insurance through HPA.
- Cascade and communicate all relative information pertaining to the Grass & Arena Season Fixtures via an effective communications plan (SharePoint, Defence Connect, social media, & Email).
- Deliver Spring AGM.

c. **Phase 3 (EXECUTE) – Grass & Arena Seasons.** Phase 3 is the APoloA's competitive activity. Focused areas are:

- Delivery of Army Level Training Camps (1 x North & 1 x South).

- Conduct Army Squad Selection (Using: Training Camps; RA Tournament at TPPC; RAF Tournament at RAF Cranwell).
 - Delivery of the APoloA competitive fixtures for all levels.
 - Enabling Regt and Corps level representative polo and provide SME support when required.
 - Deliver at least one OSV / Tour per Grass & Arena Season.
- d. **Phase 4 (ASSESS) Lessons Identified.** On a quarterly basis, and collated at the annual Board meeting;
- Review phases 1, 2 & 3.
 - Understand areas for growth and consider improvements for forthcoming seasons.
 - Audit and reconcile the APoloA Accounts.
 - Review and amend the 5 Year Plan.

Main Effort. Army Senior Team winning the Rundle Cup against the Royal Navy held annually in July at Tedworth Park Polo Club.

Secondary Objectives. Continue to grow grass roots participation by reducing barriers to entry (cost to play). Enhance APoloA corporate image. Inspire SP and specifically soldiers to take up the sport.

3. **2022 - 2026 Outline Intent.**

Ser	Year	Intent
1	2022	<ul style="list-style-type: none"> • Overcome COVID related challenges and restrictions. Encourage the Return to Sport. • Deliver all APoloA fixtures and sponsored events accessible to all APoloA members. <ul style="list-style-type: none"> ○ Royal Artillery Cup ○ Captains' & Subalterns' (AFPA Tournament) ○ AGC Tournament ○ APoloA Arena Tournament (TBC) • Restructure the governance of APoloA; Increase the size and capacity of the Board. • Agree and deliver Terms of References (ToRs) for all APoloA Committee posts. • Conduct an AGM.

		<ul style="list-style-type: none"> • Develop, organise, and deliver an APoloA Squad (inc. Development). • Maximise communications on MOD and social media platforms. • Improve the APoloA corporate branding to help attract potential sponsors • Deliver an improved online membership application process. • Nominate Team Captain for 22-23 season. • Define squad selection principles and conduct squad selection. • Explore opportunity to build a Training Pit / Wooden Horse at TPPC and RMAS to reduce cost of training. • Explore the opportunity to restructure the season to provide a coherent flow to fixtures. • Deliver 1x OSV / Tour for the Army Senior Team and enable Regt & Corps OSVs. • Enduring Activity: <ul style="list-style-type: none"> • Coaching & Umpiring <ul style="list-style-type: none"> ○ Identify potential candidates to undergo HPA coaching and umpiring qualifications. ○ Develop a Mentoring Programme to better utilise the higher handicapped players in APoloA. ○ Identify, procure, and account for new training equipment through the Sports Equipment Public Fund. • Armed Forces Polo Association (AFPA) <ul style="list-style-type: none"> ○ Dominate IS fixtures at all levels. ○ Talent spot and provide selection opportunities for individuals to become members of the AFPA teams. • Financial <ul style="list-style-type: none"> ○ Improve wider understanding of the financial requirements of the APoloA and the submission of an Operating Budget application that maps to the 5YP and accurately reflects the APoloAs requirements. ○ Continue to develop sponsorship opportunities to enable financial freedom of manoeuvre and security for future seasons.
2	2023	<ul style="list-style-type: none"> • Evaluate, understand, and continue to improve on agreed 2022 Intent. • Improve APoloA communication plan. • Deliver all Grass & Arena Fixtures. • Conduct an AGM. • Continue to develop all levels of Army polo through the Army Squad and Service Level training. • Continue the development of the Coaching model & Mentoring Programme.

		<ul style="list-style-type: none"> • Enhance committee members learning profile and ensure development of succession programme. • Nominate Team Captain for 23-24 season. • Define squad selection principles and conduct squad selection. • Deliver 1x OSV / Tour for the Army Senior Team and enable Regt & Corps OSVs. • Continued to improve and deliver the APoloA's Vision, Strategy and Enduring Activity.
3	2024	<ul style="list-style-type: none"> • Develop better understanding of the requirements of the 2023-24 season by reviewing the 2022-23 season. • Improve APoloA communication plan. • Deliver all Grass & Arena Fixtures. • Conduct an AGM. • Continue to develop all levels of Army polo through the Army Squad and Service Level training. • Continue the development of the Coaching model & Mentoring Programme • Nominate Team Captain for 24-25 season. • Define squad selection principles and conduct squad selection. • Deliver 1x OSV / Tour for the Army Senior Team and enable Regt & Corps OSVs. • Continued to improve and deliver the APoloA's Vision, Strategy and Enduring Activity.
4	2025	<ul style="list-style-type: none"> • Develop better understanding of the requirements of the 2024-25 season by reviewing the 2023-24 season. • Full review of equipment table for further 5 year procurement plan. • Improve APoloA communication plan. • Deliver all Grass & Arena Fixtures. • Conduct an AGM. • Continue to develop all levels of Army polo through the Army Squad and Service Level training. • Continue the development of the Coaching model & Mentoring Programme • Nominate Team Captain for 25-26 season. • Define squad selection principles and conduct squad selection. • Deliver 1x OSV / Tour for the Army Senior Team and enable Regt & Corps OSVs. • Continued to improve and deliver the APoloA's Vision, Strategy and Enduring Activity.
5	2026	<ul style="list-style-type: none"> • Continue to IDENTIFY, UNDERSTAND and DEVELOP.

Environment

4. **Structure.** The APoloA is a Hurlingham Polo Association (HPA) recognised organisation (the sport's National Governing Body), which delivers its training and tournaments through registered Polo Clubs. APoloA primarily uses Tedworth Park Polo Club (Armed Forces Equine Charity) to host the majority of military polo fixtures, with a small number taking place at other locations, such as: Druids Lodge Polo Club, Guards Polo Club, Bramham Polo Academy.
5. **Membership.** Membership of the APoloA currently sits at c.210 and is open to all ranks / SP from the Regular Army, Army Reserve and Veteran Community. An individual membership fee is charged for those wishing to join the APoloA of £32; this charge offers the member access to APoloA subsidy to support training and competitive chukkas during the grass and arena seasons. This charge is waved for ORs in an attempt to reduce the cost to play and thus the main barrier to entry. For entry into matches and tournaments, HPA membership (at season or day rates) must also be obtained for insurance purposes.
6. **Coaching and Umpiring.** The APoloA Board encourages members to achieve the required NGB qualifications to conduct Coaching and Umpiring in line with HPA policy, and is a core component of how we organically develop our sport going forward.
7. **Player Development.** APoloA is fully committed to the continued development of all of its members. In order to provide parity across all abilities, the effort is split on a twin-track approach:
 - **Grass Roots Development – DEVELOP THE INDIVIDUAL.** APoloA will deliver pre-season training camps in both the North and South, aimed at the development of individuals with potential who could in the future make it into the Army Squad. This also contributes towards building the Army Polo Community and developing an individual's polo network.
 - **Army Squad Development - DEVELOP THE TEAM.** This will utilise APoloA Coaches and Mentors to develop the squad by focusing training sessions on building team level skills to create a corporate knowledge amongst the pool of players in which a team can be built.
8. **APoloA Fixtures.** APoloA will assist in the delivery of Regt / Corps level tournaments and Army Level Fixtures / Tournaments throughout the Grass & Arena Seasons. We will also support the delivery of other sS and AFPA tournaments for the advantage of Army and wider Military players. The intent is to provide a competitive environment for APoloA Members to play in, which is open to all abilities, at an affordable price. Outline of APoloA Fixtures:
 - **RAF Tournament (May/Jun).** RAF Cranwell; Army Development squad announced in April will for the basis of the team.
 - **Royal Artillery Cup (May).** Corps level tournament with c15 teams inc. IS level representation (2 x RAF & RN teams in the 2022 tournament).
 - **Sassoon Cup (Jun/Jul).** Army vs RAF fixture. Senior team event and cap earning match.

- **Rundle Cup (Jul).** Army vs Navy Fixture held at TPPC. Still run by the RN but the primary focus for the Army Senior team.
- **Captains' & Subalterns' (Jul).** APoloA Tournament held at TPPC with c20 teams playing inc. IS representation. This is the NGBs largest low-goal polo tournament in its fixture list.
- **Inter-Regimental (Jul).** AFPA delivered tournament held at Guards Polo Club. Play offs are held in the months running up to Jul.
- **Major General's Tournament (Aug).** Army level fixture with a team primarily sourced from the Household Division played at Guards Polo Club.
- **AGC Tournament (Aug).** Corps level tournament with c15 teams inc. IS level representation.
- **APoloA Arena Tournament (Oct/Nov).** TBC

Resources

9. **Board.** The APoloA Board has been restructured and redesigned with new members replacing those how have now retired. Improvements have been made in an attempt to increase efficiency and provide an opportunity to develop more members. The day-to-day administration of the APoloA remains the responsibility of the Director of Polo and the Secretary, who are now more fully supported by a designated Treasurer, and Assurance Officer and a Plans Officer. The remainder of the Committee covers representatives for Regular, Reserve and Vetran players and is made up of experienced, committed, serving volunteers, who generously give up their own time to ensure the success of the APoloA continues. The Committee structure can be found at Enclosure 1 to this document.

10. **Communications.** APoloA will make use of all forms of media for communication and advertising purposes - the aim being to enhance both Internal and External dialogue and understanding. The Media Officer will maintain the APoloA Defence Connect page, APoloA & ASCB webpages and the APoloA SM platforms. The APoloA also runs a Closed (members only) WhatsApp Group for managing the season's Army Squad and Committee business.

Funding and Sponsorship

11. **Army Sport Control Board.** The APoloA will continue to submit a calculated budget request annually to the ASCB to assist with the delivery of the Army Polo activity. That budget request is composed of three categories:

- a. Operating Grant.
- b. Training Grant (SOTR).

c. Sports Equipment (SEPF). With the loss of Hackett as the primary sponsor, APoloA will bid annually for equipment and clothing that is necessary for the sustainment of Army Polo. All equipment will be purchased, accounted for and issued in a correct and auditable manner.

12. **Sponsorship.** The APoloA will continue to strive to enhance its sponsorship and supporter opportunities in line with ASCB Sports Sponsorship Directive and working in close cooperation with Mongoose (agents) that benefits all APoloA members.

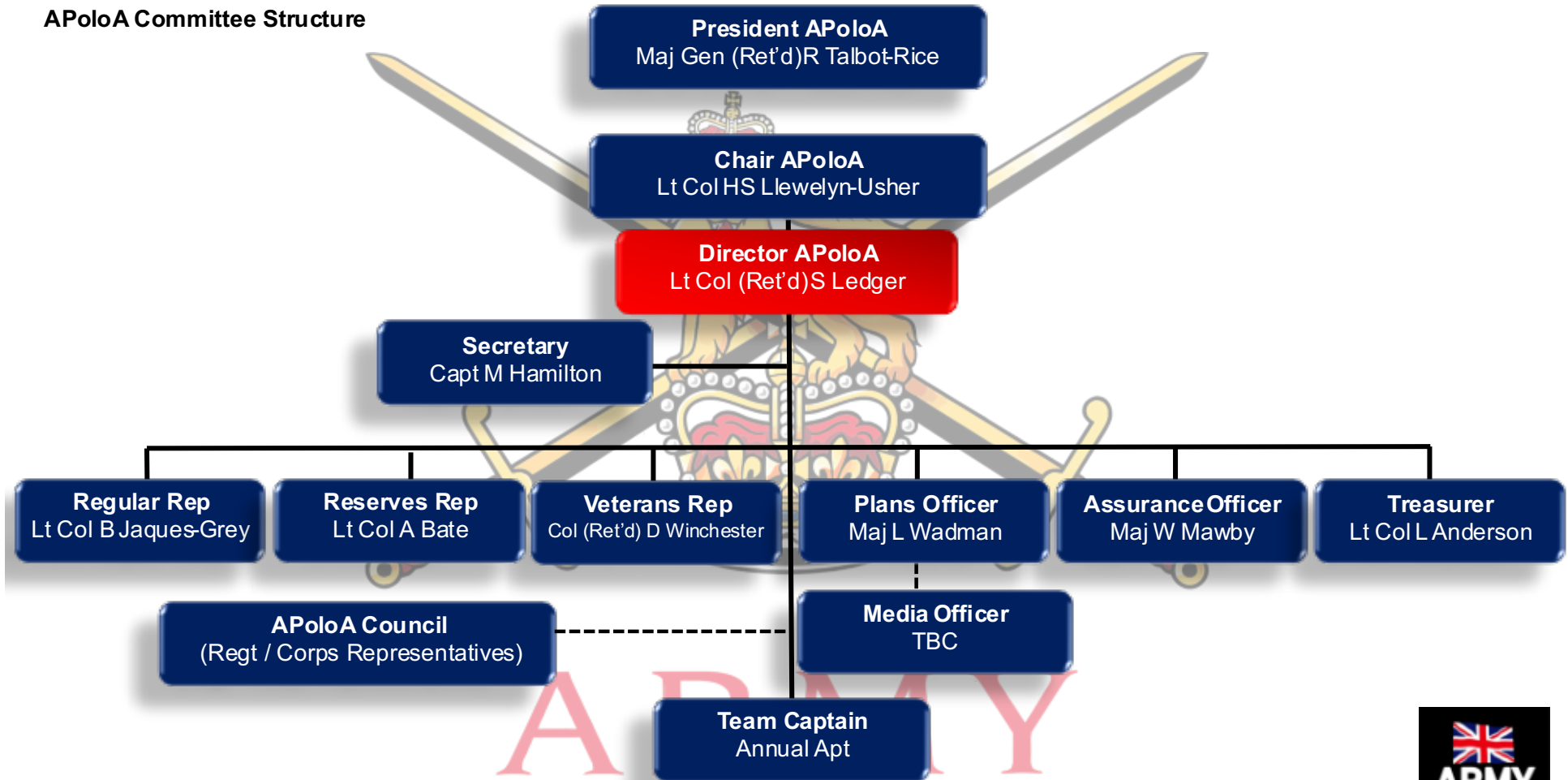
13. **Membership Fees.** Linked to Para 5, the APoloA will charge a small joining fee (£32) to all perspective members. The level of the fee charged will be monitored and kept to a level that does not exclude participation. In line with this ORs will not be charged to join the APoloA in order to reduce the cost to play.

HS Llewelyn-Usher
Col
Chairman APoloA
1 Jul 22

Enclosures:

1. APoloA Committee Structure.
2. Draft APoloA 'Plan on a Page' 22-23.

APoloA Committee Structure



**Enclosure 2
Army Polo Association (APOLOA)
Management Plan 22-26**

APoloA 'Plan on a Page' (202223)

