



NCHA Strategic Plan 2019 - 2023



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Purpose

To ensure the sport of cutting in Australia is sustainable for future generations.

STRATEGIC PRIORITIES

- Diversification of Income Streams
- Promotion & Rebrand
- Training & Development Pathway
- Strategic Relationships with Like Organisations

OPERATIONAL PRIORITIES

- Membership Recruitment & Retention
- Animal Welfare
- Sustainable Events Strategy
- Supporting Affiliates & Sustainable Volunteers Strategy



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Introduction

The National Cutting Horse Association (NCHA) is the peak body for the sport of Cutting in Australia.

NCHA's membership stands at approximately 1200 with all states represented in the membership profile. There are 43 Affiliate Member Clubs and all levels of the sport are catered for with more than 200 shows taking place each year.

This report identifies the critical operational activities and strategic priorities which will underpin the sustainability of Cutting in Australia.

Extensive research was undertaken in the development of the NCHA Strategic Plan:

- Literature review – analysis of previous plans, projects, annual reports and other relevant NCHA operational materials.
- NCHA personnel interviews – phone or face to face interviews with the NCHA General Manager, NCHA staff and, where appropriate, NCHA board members.
- Member/Affiliates survey – an online member survey collected 287 responses and provided insights across:
 - Demographic profile of the NCHA
 - Rationale for participating and/or involvement within NCHA
 - Perceptions around the benefits provided by NCHA
 - Geographical profiles and insights
 - Trends within the sport
 - Levels of engagement at all levels of the sport.
- Member/Affiliates focus groups – following on from the online survey and research phases, a series of focus groups were conducted to gain a better understanding of any trends identified from the survey and research results:
 - Tamworth (45 attendees)
 - Toowoomba (54 attendees)
 - Albury (55 attendees)
 - Rockhampton (12 attendees)
- Teleconference focus groups were also conducted with a combination of attendees for those states where a face to face focus group wasn't conducted including Western Australia, South Australia and Tasmania.



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Strategic Priorities 2019 - 2023

NCHA has identified the following critical strategic priorities which will underpin the sustainability of cutting in Australia.

STRATEGIC PRIORITIES

1. Diversification of Income Stream
2. Promotion & Rebrand
3. Training & Development Pathways
4. Strategic Relationships with Like Organisations

Strategic Priority

1. Diversification of Income Stream

OBJECTIVES

- Identify potential revenue sources through commercialisation, IP development/protection and philanthropy
- Actively seek Government funding

TACTICS

- Conduct an audit into the availability of funding at all levels of Government
- Actively market NCHA products and seek commercial funding for the Futurity, National Championships and grass roots participation
- Establish an NCHA foundation with funding for projects that attract new members and retain existing members
- Conduct a commercial audit of the Futurity with particular emphasis on the following areas: performance arena program, financially viable social events, education sessions, streaming, traders and annual sale
- Establish IP protection for existing NCHA Brands and programs

TARGETS

- \$200,000 additional revenue secured
- \$100,000 additional revenue secured for the Futurity

Strategic Priority

2. Promotion & Rebrand

OBJECTIVES

- Generate broader appeal and awareness of cutting to both the recreational horse industry and the public
- Establish a rebrand of NCHA to ensure the brand is reflective of the whole of sport and Australian cutting culture

TACTICS

- Implementation of whole of cutting sport communications strategy with an emphasis on all forms of digital and traditional media
- Establish and implement an ambassadors program
- Develop a strategy to implement user generated content, through engagement with members and affiliates
- Establish the NCHA website as a hub for accessing high quality and engaging content and information from across the sport
- Ensure national accurate data that allows direct and effective communications with all members
- Review current NCHA Brand

TARGETS

- 10,000 EDM newsletter subscribers
- 20,000 Facebook followers/likes
- 4,000 Instagram followers/likes
- Implement new NCHA Brand

Strategic Priority

3. Training & Development Pathway

OBJECTIVES

- Create a training and development pathway in cutting that provides the maximum opportunity for all members to progress and stay involved in the sport.
- Ensure that member services can be provided to meet the needs of NCHA affiliates and members

TACTICS

- Establish baseline data for membership categories via age, owners, judges and trainers
- Establish a mandatory accreditation process for pro trainers
- Develop a youth participation strategy for the sport
- Create an owners recognition scheme that encourages existing owners and new owners to invest into cutting
- Establish a judges pathway program that is inclusive for all levels of age and ability
- Review the resources and coaching that is available for participants who come into the sport at a grass roots level

TARGETS

- Increase NCHA membership by XX percent
- Increase NCHAU18 membership by XX percent
- Ensure there is the required number of judges, trainers, training resources and owners to service a XX percent membership growth

Strategic Priority

4. Strategic Relationships with Like Organisations

OBJECTIVES

- Establish the NCHA as an equine industry authority through the development of strategic relationships with like organisations
- Provide the opportunity for recreational other equine discipline participants to experience the safety of participating in cutting

TACTICS

- Develop a strategic partnership agreement with relevant campdraft governing bodies and event organisers, that benefits both the campdraft organisations and NCHA
- Review the current partnership with the Australian Quarter Horse Association ensuring that the partnership provides the opportunity for NCHA to maximise participation in cutting
- Pursue recognition as a national sporting organisation governing body through Sport Australia
- Seek more NCHA representation on horse and animal governing bodies including Animal Health Australia, Australian Horse Industry Council and the federal government Horse Industry Consultative Committee
- Establish a promotional campaign targeted at recreational participants in other equine disciplines that places emphasis on the safety of cutting as a sport

TARGETS

- Implement specific resources and how to guidelines targeted at other equine discipline participants starting out in cutting
- Establishment of a formal strategic relationship with relevant campdraft organisations



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Operational Priorities

The critical operational relationships or activities which underpin the ongoing success of NCHA fall within the following identified areas.

OPERATIONAL PRIORITIES

1. Membership Recruitment & Retention
2. Animal Welfare
3. Sustainable Events Strategy
4. Supporting Affiliates & Sustainable Volunteers Strategy

Operational Priority

1. Membership Recruitment & Retention

OBJECTIVE

- Increase the annual percentage of retained NCHA members
- Recruitment of new members from other equine disciplines

TACTICS

- Ensure the sport is more accessible by increasing the presence of volunteer development officers at events
- Expand the sharing of innovations between affiliates and regions
- Facilitate current members being 'advocates' in the recreational equine industry, to influence new members to join NCHA
- Develop new participation initiatives that address the accessibility, safety, flexibility and social needs of the current recreational participant
- Maximise the use of NCHA communication channels to promote and encourage new members to join NCHA

TARGETS

- Ensure retention of xx percent of members annually
- Increase NCHA membership by XX percent

Operational Priority

2. Animal Welfare

OBJECTIVE

- Ensure the welfare of the horse is a primary consideration at all stages during the preparation and presentation of horses for cutting

TACTICS

- Develop General Welfare guidelines for cutting horses and cattle including horse/cattle management, training methods, transport and rest periods
- Review NCHA's doping and medication control program
- Implement Fitness to Compete guidelines for cutting horses including health status, veterinary examinations and doping and medication control
- Implement four regional seminars a year on horsemanship and horse/cattle management
- Implement an education program with a focus on the care and management of competition horses and cattle

TARGETS

- Implement a comprehensive Animal Welfare Policy
- Implement an industry benchmark doping and medication control program

Operational Priority

3. Sustainable Events Strategy

OBJECTIVE

- Develop a sustainable events strategy that facilitates membership growth and diversification of income streams
- Ensure the extension of available venues to host national level cutting events

TACTICS

- Develop events that provide a commercial return and grow participation
- Ensure a 50 percent growth in audiences connecting via digital platforms, including streaming
- Establish guidelines for running events including National Championships/age events/grass roots
- Review the current criteria and levels of shows systems in place to ensure the system maximises the opportunity for membership growth and commercially viable events
- Refine cattle contracts for all major events
- Conduct a facilitates audit to ensure all facilities in Australia are identified that are capable of hosting national cutting events

TARGETS

- Grow participation by XXX
- 50% growth in live streaming/broadcast audience
- Implement national guidelines for running events

Operational Priority

4. Supporting Affiliates & Sustainable Volunteers Strategy

OBJECTIVE

- Ensure that affiliates and volunteers are at the forefront of all NCHA decisions

TACTICS

- Establish a reward and recognition system that recognises affiliates, show organisers and volunteers for outstanding contribution to cutting
- Establish a new NCHA national headquarters
- Establish 'how to guidelines' for new affiliate secretaries and show organisers
- Ensure database and electronic event management systems are in place to support time efficiencies for volunteers/affiliates
- Develop a volunteer incentive scheme

TARGETS

- Grow affiliate, show organizer and volunteer support for the NCHA Futurity
- Volunteer incentive scheme implemented by December 2020
- New national headquarters established by December 2023



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