

STRATEGIC PLAN 2018 - 2022

Hockey NSW Strategic Pillars	SUSTAINABILITY	PARTICIPATION	FACILITIES	COMMUNICATIONS	CAPABILITY
	STAKEHOLDERS				FINANCE/ GOVERNANCE/ POLICIES
Definitions	Federal, State and Local Government, Local Councils, Sponsors, Benefactors, Grants, Hockey NSW, Hockey Australia	Game/Competition Formats, increase in membership / Members, Players, Volunteers, Umpires and Officials, Schools	Replacement, Improvements	Website, Social Media, Traditional Media and general communications	Working with Children, Member Protection, Constitution, By Laws, Policy, Judiciary, Committees and Meetings, Insurance, Safety, (Finance, Governance, Policies
Supporting Strategies	<ul style="list-style-type: none"> a. Develop ongoing stakeholder engagement at all levels b. Develop stronger relationships with sponsors to promote the sport of hockey c. Stakeholders engagement plan with scheduled meetings d. Identify stakeholders e. Plan how to engage each one - proposal 	<ul style="list-style-type: none"> a. Retain players at all levels as they move through the sport b. Ensure participants and competitions have value for money c. Introduce new products that are contemporary and can be adapted to suit today's generation e.g. same time, same place social hockey. Investigate summer options. d. Develop a framework for entry level coaches, umpires and officials that assists ongoing development. Ensure they are accredited and continually upskilled. e. Identify target markets f. Develop infrastructure to directly support members g. Create an environment that grows the sport at all levels h. Develop a retention plan 	<ul style="list-style-type: none"> a. Ensure strong facility management planning b. Complete annual Facility Audit 	<ul style="list-style-type: none"> a. Utilise media at local level to promote hockey b. Develop stronger relationships with wider community c. Engage members directly at all levels of the sport - clubs, players, coaches, umpires, officials, parents, and supporters d. Develop a communication matrix to identify who and what we are communicating. Identify the recipients, the level of detail requires and the medium to communicate. e. Determined preferred mode f. Communicate strategy on a page g. Website content review h. Formalise Communications Plan, Policy and Who, What, Why, When of content 	<ul style="list-style-type: none"> a. The Board to deliver effective leadership b. Establish long term sponsor and financial partnerships. c. Secure new sources of income d. Ensure sound management and robust financial procedures e. The board to annually review where we're at - Self Assessment f. On - Boarding and Transition

<p>Performance Targets</p>	<ul style="list-style-type: none"> Engage local councils, state and federal members and discuss investment in local hockey infrastructure in return for holding other events, by exposing them to economic benefit to town. Continue dialogue with Council re facilities masterplan for the area Create a Sponsorship Strategy, including a one page introduction document to provide to potential sponsors Sponsorship portfolio increase to \$5,000 over the next five years Activate current and new sponsor awareness across our membership Create a stakeholder survey which will provide feedback on how the Association and Clubs provide these services. Conduct annually 	<ul style="list-style-type: none"> Increase membership numbers by 50 players annually (10%), but continue to retain number All coaches and umpires by 2022 to hold a community level coaching or umpire accreditation Develop and upskill coaches, umpires and officials by holding annual upgrading of accreditation courses for all Level 1 & 2's <p>ACCREDITATION</p> <ul style="list-style-type: none"> Community Coaches: all coaches Level 1 Coaches: 10 Level 2 Coaches: 2 Level 1 Officials: 5 Level 2 Officials: 0 Community Umpires - all umpires Level 1 Umpires: 10 Level 2 Umpires: 2 <ul style="list-style-type: none"> Develop and implement a consistent approach to retaining, recruiting and education officials (technical and umpires) across the board Support and increase official awareness to members and supporters Viable competition across all levels, with a commitment to develop a strong first division for both men and women Support changes within the competition structure to strength the game, looking at modified formats as well as timing of these competitions Look at opportunities to strength competitions through opportunities with other local Associations and bodies Retention program with an ethos and positive culture across all ages and gender Form a working party to research and recommend viable alternative options to the current competition structure 	<ul style="list-style-type: none"> Develop a future facility improvements and maintenance plan for the next 5 years, including a footprint of potential improvements to the facilities Continue to advocate with council the importance of their master plan, and their vision for the Hockey Facility in 2030 Have a specialised focused on grants procurement 	<ul style="list-style-type: none"> Communications Strategy and Matrix complete by September 2019 Decide which mediums are the preferred practice and focus on these. Creating a clear pathway for communication for HCC, Subcommittees, Clubs and members Website is current, clear, and accurately represents the look, feel and objectives of the business. Measured by customer satisfaction and feedback. Engage local media to increase print and digital media coverage of Association and Club activities, measured by stories published. Create a monthly/bimonthly newsletter for member to keep them up to date 	<ul style="list-style-type: none"> Conduct an annual review of all policies and procedures include the constitution and its bylaws Conduct annual risk assessment Conduct an annual review of fee structure not only for members but the facility usage as well Increase value to members Conduct a review of the board and sub committees annually Implementation of succession planning for all key roles on the board Provide performance requirements for all sub committees Have a specialized focused on being the best grants procurer Conduct an annual review to ensure all clubs are WWCC complaint Conduct and annual review to ensure all clubs are MPIO complaint
-----------------------------------	---	--	--	--	--