

# Geraldton Hockey Association – Strategic Plan 2015-2017

**Vision:** To encourage and develop hockey at a local and regional level by providing quality service and support to all members in a flexible and responsible manner.

**Mission:** To provide a high standard of competition, development and administration opportunities for hockey in the Geraldton and Mid-West Region.

**Values:** Inclusive Participation, Open Communication, Cooperation & Teamwork

<b>ORGANISATION</b>  <i>Operate to best practice organisational standards</i>	<b>FINANCE</b>  <i>Diversify revenue streams and manage costs to improve financial sustainability</i>	<b>HIGH PERFORMANCE</b>  <i>Provide opportunities to produce successful teams, players, coaches and officials</i>	<b>PARTICIPATION &amp; PROMOTION</b>  <i>Increase participation in hockey across the Mid West</i>	<b>INFRASTRUCTURE</b>  <i>Provide sustainable high quality facilities that cater for growing participation</i>
Improve communication between GHA and current stakeholders	Increase levels of external revenue	Provide an environment that results in winning State / Regional Championships	Raise awareness and interest in hockey within the wider community, utilising enhanced communication options	Achieve and deliver venue management best practice, including assessing non hockey opportunities.
Ensure Club and Association sustainability through efficient and effective systems and processes.	Improve cost effectiveness of current operations	Provide multiple identification and development opportunities for athletes, coaches and officials to increase number of state and national representatives	Provide a variety of inclusive programs to cater for all age groups	GHA to maintain the highest standard playing/spectating facility outside of the metro area
Attract, maintain and recognise hockey volunteers	Develop greater understanding & transparency of income and revenue streams for GHA	Align with and leverage off the Mid West Hockey Academy, MWAS and HWA	Provide a smooth transition from junior to senior competitions	Develop and maintain facilities to meet the needs of all hockey participants
Develop of a strategic plan that members are engaged with and are committed too.	Develop greater understanding of existing and future expenditure for GHA	Support the development of administration skills of coaches and officials	Increase hockey presence in areas of significant population growth, particular emphasis on schools	

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**ORGANISATION: Operate to best practice organisational standards**

**1. Improve communication between GHA and current stakeholders**

STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Member's register developed and up to date	i. Ensure a simple database of members is kept (including best method of contact) and info is current and easily accessible.	Member registry developed & accessible			January 2015
	ii. Regularly review and update members register	Process documented of how to update registry			Monthly from March 2015
2. Review and update current communication strategies for events and club information	i. Develop website and facebook page to: <ul style="list-style-type: none"> <li>• contact members, sponsors, and potential stakeholders, including media, CGG &amp; DSR</li> <li>• Publish photos</li> <li>• Acknowledge volunteers and sponsors</li> <li>• Promote upcoming events</li> <li>• Call for volunteers</li> </ul>	Website live & functioning Feedback from members of value and improvements Number of likes Amount of interaction Feedback from members			Ongoing from April 2015
	ii. Link GHA website to all clubs websites and social media sites	Websites linked Feedback from clubs			May 2015
	iii. Develop content and layout of website so is more youth orientated	Feedback from juniors			January 2016
	iv. Produce a monthly newsletter during the season to update members, sponsors, and potential stakeholders, including media, CGG & DSR	Database of newsletters & key content Feedback from members			Monthly started April 2015

	vi. Trial using PA to communicate messages at hockey stadium	Feedback from members , spectators & sponsors			Ongoing from April 2015
	vii. Explore different social media options (such as mailchimp, yammer, podio) to disseminate information to relevant stakeholders without duplication or overloading of emails.	Recommendations made to administrators/board Feedback from members			February 2015
	viii. Instigate regular communication from board to members regarding decisions being considered and made	Record of information disseminated Feedback from members			Ongoing from January 2015
	ix. Install a suggestion/question box in clubrooms for members to communicate with board	# of comments/suggestions Outcomes of comments/suggestions Feedback from members			Ongoing from May 2015
	x. Support and encourage Club Presidents with ideas for passing on GHA information most efficiently to its members	List of suggestions Feedback from Clubs			March 2016

**ORGANISATION: Operate to best practice organisational standards**

**2. Ensure Club and Association sustainability through efficient and effective systems and processes.**

STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Review constitution to ensure it meets legislation and club needs	i. Contact DOC for advice of what is required	Information obtained			January 2015
	ii. If changes made, present to club membership for agreement (Special GM)	Recommendations endorsed at Special AGM			March 2015
	iii. Lodge changes with DOC	Changes lodged			April 2015
	iv. Recommend clubs to undertake review of	Review & changes to clubs			October

	constitutions.	constitutions			2015
2. Current member's register in place and up to date	i. Ensure a simple database of members is kept and info is current and easily accessible	Database developed & relevant people aware of it			February 2015
	ii. Review method club members are contacted (ie has each member got an email address or use Facebook?)				Ongoing June 2015
3. Review existing policies / procedures to ensure they are relevant and specific to GHA	i. Ensure GHA's policies / procedures align with Hockey WA and / or funding bodies (ie Healthway)	Recommendations of changes presented to board			July 2015
	ii. Ensure policies / procedures are relevant to existing club needs. Policies to include, but not limited to: <ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Member Protection</li> <li>• Judicial and dispute resolution</li> <li>• Use of club rooms</li> <li>• Anti-discrimination</li> <li>• Smoking &amp; alcohol</li> </ul>	Recommendations of changes presented to board			August 2015
	iii. Develop and document process for reviewing policies	Process documented & disseminated			February 2016
	iv. Display codes of conducts (players, coaches, spectators, board members) in and around the clubrooms	Displayed Feedback from members Decrease in number of breaches of code of conduct			May 2015
	v. Implement a process that includes signing to say have read and understood the Code of Conduct (& other relevant policies & procedures) as part of registration	Decrease in number of breaches of code of conduct			April 2015
	vi. Regularly promote structures and procedures for key policies (i.e. grievances, by-laws regarding players) to members through all existing communication channels	Feedback from members			Ongoing July 2015
4. Review Affiliation	i. Check with Hockey WA to get an				Annually

fees and insurance coverage with Hockey WA to ensure club members are adequately protected	understanding of exactly what members are covered for.				from February 2015
	ii. Survey members to get an understanding of what they want covered.	Outcomes of surveys documented			Annually from October 2015
	iii. Review coverage to see if cover is adequate or if members want more (ie accident cover, income protection etc) & what additional cost would be.	Recommendations made to board			Annually from Nov 2015
	iv. Review facility insurance coverage (including contents)	Recommendations made to board			Annually from February 2015
5. Review Working With Children policy	i. Ensure GHA has a list of ALL junior coaches, officials and managers	List documented & easily accessible			Annually from April 2015
	ii. Ensure ALL relevant junior coaches, officials and managers have a WWCC and is recorded.	100% compliance with WWCC			Annually from May 2015
	iii. Ensure all members of the committee understand the WWCC legislation	Feedback from committee & members			Ongoing from June 2015
6. Review GHA's Liquor License	i. Ensure club is meeting relevant legislation. Check with Office of Racing, Gaming & Liquor	Approval of Liquor License			Annual from February 2015
	ii. Ensure all members of the committee	100% compliance with liquor			Ongoing

	understand the Liquor Licensing legislation	licnese			
<b>ORGANISATION: Operate to best practice organisational standards</b>					
<b>3. Attract, maintain and recognise hockey volunteers</b>					
<b>STRATEGY</b>	<b>ACTIONS</b>	<b>MEASURE OF SUCCESS</b>	<b>RESOURCES</b>	<b>WHO'S RESPONSIBLE</b>	<b>BY WHEN</b>
1. Support & develop the current and future board members	i. Develop and record job descriptions for all committee roles	JDFs approved by board Increase in number of people volunteering for board			January 2015
	ii. Implement orientation training and/or package so all board members have full understanding of their responsibilities	Package developed Feedback from board members			March 2015
	iii. Develop portfolios, with key tasks and responsibilities for each board member	Feedback from board members Strategic plan implemented			April 2015
2. Support and develop volunteers so they are satisfied and not overworked / unsuited to roles	i. Develop roles, tasks and responsibilities, including timelines, for each volunteer position	Roles documented Feedback from members			Nov 2015
	ii. Committee to review each position (including RDO) to refine JDFs to ensure workload is evenly spread, not too demanding and skills required to fulfil role are clearly identified.	Changes made Additional roles identified Feedback from volunteers			January 2016
	iii. JDFs to be widely distributed to membership prior to AGM	Increase in # of people putting hand up for positions			
	iv. Annually review season and where applicable nominate worthy members for awards (GHA, MWSF, Centacare Volunteer of the year, Australia Day awards or other)	Feedback # of award nominations			Annually October 2016

	v. Explore the possibility of introducing strong disincentives not to volunteer eg. Club compulsory representative on board. Make the clubs accountable	Feedback from clubs & members			Sept 2016
3. Develop a Volunteer Management Plan. (Volunteers trained and readily available to be called upon.)	i. Ensure positions are identified and ascertain what resources needed to “train” volunteers to keep skills up to date and meet position needs.	Plan developed Training provided Feedback from volunteers			April 2016
	ii. Identify potential volunteer’s to fill all roles including committee positions prior to AGM and then be needed	Increase in number of volunteers Decrease in turnover			August 2016
	iii. Strategically target potential volunteers (those suited & have the skills for the roles) and ask them personally to consider volunteering	Increase in number of volunteers Increase in satisfaction of volunteers			August 2016
	iv. Reward and recognise volunteers. Ideas include: <ul style="list-style-type: none"> <li>• Food</li> <li>• Drink</li> <li>• Public acknowledgement</li> <li>• Volunteers Dinner</li> </ul>	Feedback from volunteers Increase in number of volunteers Increase in satisfaction of volunteers			Ongoing April 2015
	v. Regularly communicate with volunteers to determine their needs, concerns, level of satisfaction (could be through survey or face to face)				Ongoing from April 2015
	vi. Ensure VMP is regularly reviewed and updated to reflect new roles and events				Annually from August 2017

**ORGANISATION: Operate to best practice organisational standards**

**4. Develop of a strategic plan that members are engaged with and are committed too.**

STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Engage external support to work with GHA members & board to develop a strategic plan	i. Continually refine Strategic Plan to ensure GHA goals are met	Strategic plan a working document			Ongoing by January 2015
	ii. Ensure members have opportunity to have input into plan. Follow up if no response received	Members input into strategic plan			January 2015
	iii. Develop board meetings around strategic plan, to ensure strategic plan actions are implemented and committee members aware of responsibilities				January 2015
	iv. Review and amend plan regularly				Ongoing

**FINANCE: Diversify revenue streams and manage costs to improve financial sustainability**

**1. Increase levels of external revenue**

STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Identify possible grant or sponsorship opportunities	i. Regularly check grants website and local media for grant opportunities.	Increase in awareness of available grants Increase in number of grant applications			Ongoing from January 2015
	ii. Keep in contact with DSR and CGG for grant opportunities that may arise that meet the projects GHA are planning				
	iii. Maintain a register of all sponsors, what they provide and what they contribute.	Registry developed Sponsors engaged Decrease turnover in sponsors			Ongoing from February 2015
	iv. Based on current sponsorship levels, GHA needs and relationships the GHA has with the community, identify possible sponsors well in advance of each season.	List of potential sponsors & outcomes from approach			Annually from January 2015
	v. Develop a sponsorship prospectus for varying levels of sponsorship, which clearly outlines what sponsors receive for their sponsorship	Prospectus developed Increase in # of sponsors			February 2015
2. Strengthen and develop relationships with existing and potential sponsors	i. Develop regular communication with sponsors, include invites to matches and events.	Record of communication Engaged sponsors Increase retention of sponsors			Ongoing from April 2015

	ii. Utilise PA system to promote and thank sponsors throughout games	Feedback from members & sponsors			Ongoing from April 2015
	iii. Run a 'spread' in newspaper 2-4 weeks before season starts, thanking sponsors. (Cost to be included in sponsorship prospectus)	# of media articles Feedback from sponsors			Ongoing from March 2015
	iv. Explore the potential of subjunior parent base for sponsorship	Increase in # of sub-junior related sponsors			March 2016
3. Actively identify opportunities to make facility available to other community groups for hire fees.	i. Develop venue to a standard that is attractive to be hired out including: <ul style="list-style-type: none"> <li>• Outside lighting</li> <li>• Floor coverings</li> <li>• Cocktail tables &amp; stools</li> </ul>	Feedback from hirers Increase in revenue from hire			Dec 2016
	ii. Identify community groups and other organisations that are looking for venues (ie club house, passive use of turf etc). Groups identified to date (but not limited to) include: <ul style="list-style-type: none"> <li>• Zumba</li> <li>• Parties</li> <li>• Weddings</li> <li>• Wakes</li> <li>• Professional Development/Meetings</li> <li>• Exhibitions</li> </ul>	Increase in # of hirers			January 2016
	iii. Develop a venue hire policy outlining cost, roles and responsibilities.	Increase in revenue from hiring			March 2016
	iv. Actively promote the venue to community groups, individuals and organisations	Increase in # & variety of hirers			May 2016

	v. Trial promotion of club hire to GHA members at a reduced (or free) rate, with GHA getting the bar takings	Increase revenue from bar takings Increase # of member related functions			April 2016
	vi. Review associated costs of multi-use and venue hire to ensure profitable and maintenance & cleaning costs are taken into consideration	Increase profit from hire			Ongoing from January 2015
4. Maximise use and income from canteen	i. Explore different models for running canteen including but not limited to: <ul style="list-style-type: none"> <li>• Incentive based (canteen runs of a percentage wage – sliding scale from profit made)</li> <li>• Commercially run kitchen</li> <li>• Club run on a roster basis</li> <li>• Lease to 3<sup>rd</sup> party</li> </ul>	Recommendations made to board Canteen operating efficiently Member feedback Increased income generated from canteen			March 2015
	ii. Conduct feasibility study and recommendations for each different model				June 2015
	iii. Ensure canteen is always operated by friendly staff and is open at times relevant to when GHA games & functions are on				Ongoing from July 2015
	iv. Ensure stock control is recorded and managed within the canteen, to ensure accurate record of profit & loss.				
	v. Utilise till docket in bar and kiosk to keep accurate record of income & expenditure				
	vi. Ensure healthy options are included on menu & that items are takeaway style (so can be taken & eaten outside)				
	vii. Promote canteen and what's available by (included but not limited to): <ul style="list-style-type: none"> <li>• Menu board</li> </ul>				

	<ul style="list-style-type: none"> <li>Promoting on PA</li> </ul>				
5. Fundraising Opportunities	i. Develop and implement fundraising activities and assess effectiveness. Potential ideas include: <ul style="list-style-type: none"> <li>Crop</li> <li>Increase in number of functions</li> <li>Car rally</li> <li>Hay carting</li> </ul>	Increase revenue from fundraising			Ongoing from May 2015
	ii. Explore the possibility of a 'pop-up' hockey shop which is run by the academy kids	Income generated from pop up shop			August 2015
<b>FINANCE: Diversify revenue streams and manage costs to improve financial sustainability</b>					
<b>2. Improve cost effectiveness of current operations</b>					
STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Review budget to assess opportunities	i. Review fees and expenses to ascertain whether any savings can be made or if fees need to be higher to ensure financial strength of club	Retention of members Feedback from members			Annually from Feb 2015
	ii. Ensure bad debts are eliminated and avoid any unnecessary fees	Decrease in debt			Ongoing from Jan 2015
	iii. Look into possible incentives to increase cash flow and timeliness of payments	Increase in cashflow			Ongoing from Feb 2015
	iv. Explore opportunity to reduce fixed costs such as wages	Decrease in fixed costs			Ongoing from Jan 2015
	v. Review the efficiency of administration costs including advocating for a return to	Increase efficiency of administration			Ongoing from Feb

	sporting pulse data entry	Feedback from administrators & members			2015
	vi. Explore the possibility of more volunteers instead of paid employees	Decrease in expenditure Increase in # of volunteers			Ongoing from March 2015
2. Ensure sufficient funds are being set aside for facilities, equipment replacement and affiliation costs	i. Calculate GHA facility / equipment requirements and from Asset Management Plan ensure club is setting aside funds for replacement	Asset management plan developed			May 2015
3. Review events / programs to see if savings can be made	Costs of Countryweek (ie cheaper accom, use of cars instead of bus, increase in player fees etc)	Recommendations made to board Decrease in expenditure			Annually from Nov 2015

**FINANCE: Diversify revenue streams and manage costs to improve financial sustainability**

**3. Develop greater understanding & transparency of income and revenue streams for GHA.**

STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Increase understanding of current revenue streams	i. Break down current revenue streams (including but not limited to): <ul style="list-style-type: none"> <li>• Sponsorship</li> <li>• Membership</li> <li>• Grant – Government &amp; Others</li> <li>• Canteen/Bar</li> <li>• Fundraising</li> <li>• Gate Takings</li> <li>• Cropping</li> <li>• Merchandise</li> </ul>	Document produced & presented to committee		Treasurer	March 2015

	<ul style="list-style-type: none"> <li>Raffles</li> </ul>				
	ii. Document income in each stream, for each of the last three years	Document produced & presented to committee		Treasurer	April 2015
	iii. Identify any patterns between the years (i.e. revenue decreasing in a particular stream)	Patterns identified and recorded		Treasurer	July 2015

**FINANCE: Diversify revenue streams and manage costs to improve financial sustainability**

**4. Develop greater understanding of existing and future expenditure for GHA**

STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Develop list of existing and future expenditure	i. Liaise with clubs and members to get input into list. List to include (but not limited to): <ul style="list-style-type: none"> <li>Turf &amp; Grounds</li> <li>RDO</li> <li>Country Week Uniforms</li> <li>Sprinkler System</li> <li>Carpet in clubrooms</li> <li>Clubrooms maintenance/beautification</li> <li>Grounds improvement (turf instead of grass)</li> </ul>	List developed with prioritisation, timeframes and costs			February 2015
	ii. Prioritise items on list				March 2015
	iii. Estimate timeframes for when items will be needed by				March 2015
	iv. Source costs for items				April 2015
	v. Document potential funding sources (grants, membership fees, sponsorship etc)		Document produced and provided to grants subcommittee		

2. Develop greater understanding of whether infrastructure attracts players or whether participants drive infrastructure	i. Survey members to determine their minimum infrastructure requirements and what they're willing to pay to fund that infrastructure	Feedback from members			June 2015
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**HIGH PERFORMANCE: Provide opportunities to produce successful teams, players, coaches & officials**

**1. Provide an environment that results in winning State/Regional Championships**

STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Increase the quality and quantity of teams participating in State Championships	i. Survey A grade participants to find out why they are / aren't representing the GHA	Feedback from members Increase in # of A grade representatives			March 2015
	ii. Provide incentives for players that represent GHA (penalties are a last resort as you want encourage people to want to participate as opposed to forcing them)				April 2015
	iii. Develop & promote a selection policy that is transparent and easily understood				March 2015
	iv. Promote those players that represent GHA within the club and also in media to recognise effort and achievement	Increase in # of media articles			Ongoing from June 2015
	v. Ensure representative teams have priority access to facilities, coaches and equipment at peak times	Feedback from members			Ongoing from June 2015
	vi. Nominate minimum of one team in the highest division in each respective age group before any other division is nominated	# of teams			Annually from June 2015

**HIGH PERFORMANCE: Provide opportunities to produce successful teams, players, coaches & officials**

**2. Provide multiple identification and development opportunities for athletes, coaches and officials to increase number of state and national representatives**

STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Align GHA development pathway with MWAH, MWAS & HWA	i. Ensure, through effective communication, all GHA members recognise importance of elite programs and assist with implementation of programs at club level	Feedback from members			Ongoing
	ii. Promote and advise all clubs about MWAH, MWAS & HWA activities	Increase in support for elite programs Feedback from members			Ongoing
	iii. Request HWA HP coaches visit Geraldton a minimum of 4 times a year to work with players, coaches and officials	# of visits Increase in skill & confidence of players, coaches & officials Feedback from members			January 2015
	iv. Encourage and provide assistance to players, coaches and officials wishing to attend development sessions that will improve their skills	Increase in skill & confidence of players, coaches & officials Feedback from members Budget allocated			Ongoing from March 2015
	v. Offer PD to identified promising school teachers re minky/junior hockey as a PE option	Increase in # of teachers involved in hockey Increase in # of junior players			March 2016
	vi. Develop and promote a mentoring program for young umpires and coaches to help with experience and game day development	Increase in # and retention of young umpires & coaches			April 2016
	vii. Ensure GHA fully aware of development opportunities made available through HWA	Increase in # involved in development opportunities			Ongoing

2. Attract elite level teams to Geraldton to train / compete	i. Run a pre season 'skins' competition and invite metro teams to compete, and have a standalone MWA team	Competition completed Feedback from members & competing teams			February 2015
	ii. Lobby HWA and Hockey Aus for a national / international fixture to be played in Geraldton	International fixture played # of spectators			Nov 2015
	iii. Explore possibility of more Perth/Other Country teams playing matches throughout the season	Increase in # of metro or country team fixtures Feedback from Members			February 2016

**HIGH PERFORMANCE: *Provide opportunities to produce successful teams, players, coaches & officials***

**3. Align with and leverage off the Mid West Hockey Academy, MWAS and HWA**

STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Ensure GHA wide development plan is implemented	i. Ensure GHA is well represented in MWAS and HWA through promotion of athletes	Increase in # of representatives each year			Ongoing from February 2015
	ii. Ensure exposure athletes gain through association with MWAS, MWHA & HWA reflects positively on GHA	# of media articles Feedback from MWAS, MWHA & HWA Feedback from athletes			Ongoing from Nov 2015
	iii. Develop and review agreements with stakeholders to ensure GHA members given best opportunity to succeed	Agreements meet the needs of GHA Feedback from members			October 2015
	iv. Ensure all GHA members recognise importance of elite programs and clubs act accordingly	Increase in # of representatives each year Feedback from athletes & clubs			Ongoing from February 2015
	v. All Coaches in MWHA to achieve Level 1 accreditation	100% compliance with Level 1 Coaching			Annually from

					July 2015
	vi. Offer incentives for club coaches to be involved in coaching development programs whether MWAH or MWCN	Feedback from coaches Increase in # of coaches involved in program			March 2016
<b>HIGH PERFORMANCE: <i>Provide opportunities to produce successful teams, players, coaches &amp; officials</i></b>					
<b>4. Support the development of administration skills of coaches and officials</b>					
<b>STRATEGY</b>	<b>ACTIONS</b>	<b>MEASURE OF SUCCESS</b>	<b>RESOURCES</b>	<b>WHO'S RESPONSIBLE</b>	<b>BY WHEN</b>
1. Develop Sub Committees to review rules	i. Develop a senior coaches subcommittee to review and make recommendations on controversial rules: <ul style="list-style-type: none"> <li>• Nominated player</li> <li>• Under age competitions</li> <li>• 3 Divisions for womens competition (A grade, A res, A reserve 2)</li> <li>• Clearance Rules</li> </ul>	Subcommittee functioning efficiently Feedback from clubs			May 2015
2. Develop Coaching Program for all Coaches	i. Email <u>all</u> volunteers details about upcoming coaching development opportunities.	Feedback from members Increase in # of participants			Ongoing from March 2015
	ii. Source or develop coaching packages that are provided to all coaches which will include coaching tips, skill development drills etc. (Learn from Soccer)	Feedback from coaches Increase in skill development of players			October 2015

**PARTICIPATION & PROMOTION: *Increase participation in hockey across the Mid West***

**1. Raise awareness and interest in hockey within the wider community**

STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Appoint a GHA Media Officer	i. Develop role description, key selection criteria and key performance indicators for position	Media officer appointed			February 2015
	ii. Approach relevant people				March 2015
	iii. Appoint Media Officer				April 2015
2. Promote Hockey through media, website and social media.	i. Identify different media channels & key contact for each medium	Contact list developed			May 2015
	ii. Arrange face to face meeting with all media outlets	# of meetings		Media Officer	May 2015
	iii. Gain media exposure for GHA	Minimum 1 article per week in season / 1 per month out of season			Ongoing annually through season
	iv. Promote the "culture" of GHA (social, family friendly, competitive, fun)	Increase in # of members Retention of existing members			Ongoing
3. Attract new players to Hockey through inclusive programs	i. Promote Hockey to various demographics with targeted events and programs (ie Hookin2 Hockey)	Increase in # of members Retention of existing members			Ongoing from March 2015
	ii. Trial more "social" events with emphasis on participation examples include (but not	Increase in # of members Retention of existing members			Ongoing from

	limited to): <ul style="list-style-type: none"> <li>• summer comp,</li> <li>• mixed team comp</li> <li>• Pre-Season Grass Tournament "Retro" old uniforms. Emphasis on fun</li> <li>• Hockey 7s</li> <li>• Mid Week Vets</li> </ul>	Feedback from members			February 2015
4. Use Hockey WA & Hockey Aust programs to promote GHA	i. Conduct GHA specific promotion locally using SSA / NSA materials, events, and resources	# of events & resources utilised Increase in # of members Retention of existing members Feedback from members			Ongoing from March 2015
<b>PARTICIPATION &amp; PROMOTION: <i>Increase participation in hockey across the Mid West</i></b>					
<b>2. Provide a variety of inclusive programs to cater for all age groups</b>					
<b>STRATEGY</b>	<b>ACTIONS</b>	<b>MEASURE OF SUCCESS</b>	<b>RESOURCES</b>	<b>WHO'S RESPONSIBLE</b>	<b>BY WHEN</b>
1. Promote School Visits when high profile players visit	i. Document when high profile players will be in town	# of high profile visits # media articles generated Increase in new junior members			Annually from April 2015
	ii. Inform schools of upcoming visits & source interest in being involved				Annually from April 2015
	iii. Promote media coverage of visit				Ongoing
2. Support, develop and promote junior players	i. Invite junior players to present medals to Grand final winners	Media coverage			Annually August 2015
	ii. Develop and implement survey to	Feedback from survey			Annually

	understand why current juniors do not progress to senior levels	Increase in # of juniors transitioning			from March 2016
	iii. Trial implementation program for recycled kids equipment	Increase in # of juniors playing Feedback from members			Annually from April 2016
3. Offer a wider variety of hockey competitions	i. Identify potential hockey competitions including but not limited to: <ul style="list-style-type: none"> <li>• Grass Competition</li> <li>• Out of Season Competition</li> <li>• Competition with other sports</li> </ul>	Feedback from members # participating Increase in number of members			Nov 2015
<b>PARTICIPATION &amp; PROMOTION: <i>Increase participation in hockey across the Mid West</i></b>					
<b>3. Provide a smooth transition from junior to senior competitions</b>					
<b>STRATEGY</b>	<b>ACTIONS</b>	<b>MEASURE OF SUCCESS</b>	<b>RESOURCES</b>	<b>WHO'S RESPONSIBLE</b>	<b>BY WHEN</b>
1. Engage clubs to interact closer with schools	i. Encourage clubs to attend sub junior games and to interact with players, parents and coaches	Increase linkages between clubs, sub-juniors & schools			February 2016
	ii. Clubs to send representatives to at least one school once per year during the season				March 2016
2. Ensure contact details maintained and quality engagement with sub juniors developed	i. Personalise correspondence to sub juniors with full club contact details well before season starts	Increase number of sub-juniors playing Increase in # sub-juniors transitioning to junior competition			Dec & Feb 2016
	ii. Survey Juniors about what they like / dislike about GHA and what they would like to see				October 2015

3. Increase focus on sub-juniors	i. Provide sub-juniors with more information about junior & senior fixtures and encourage them to come and watch				May 2015
	ii. Actively target and invite sub-junior parents to be involved in GHA committees	Increase in # of people involved in committee Increase in # sub-juniors transitioning to junior competition			August 2015
	iii. Trial Year grade cut offs for sub-juniors i.e.: <ul style="list-style-type: none"> <li>• ½ field up to Year 1</li> <li>• Subjunior B – Year 3 &amp; 4</li> <li>• Subjunior A – Year 5 &amp; 6</li> </ul>	Increase number of sub-juniors playing Increase in # sub-juniors transitioning to junior competition			March 2016
	iv. Explore possibility of assigning clubs to schools in sub-junior competition	Increase linkages between clubs & sub-juniors Increase number of sub-juniors playing			Oct 2015
5. Facilitate pathways for all juniors	i. Identify potential pathways for ‘average’ junior players	Increase in # of juniors transitioning to seniors			March 2016
	ii. Explore the potential of a bus service to bring juniors to hockey	Increase in # of junior players			February 2017
<b>PARTICIPATION &amp; PROMOTION: <i>Increase participation in hockey across the Mid West</i></b>					
<b>4. Increase hockey presence in areas of significant population growth, particular emphasis on schools</b>					
STRATEGY	ACTIONS	MEASURE OF SUCCESS	RESOURCES	WHO'S RESPONSIBLE	BY WHEN
1. Review the RDO role to ensure it's efficient, effective and value for money	i. Review and develop greater understanding of funding obligations of RDO role	Improved outcomes and return on investment for RDO			January 2016
	ii. Determine if there is a more efficient				March

	process for engaging a RDO that best suits the needs of GHA				2016
	iii. Develop selection criteria & KPIs for RDO role				May 2016
	iv. Performance manage RDO to ensure KPIs are achievable & being met				Ongoing from January 2015
	v. Explore the possibility of employing RDO only in term 1 & term 2.				June 2016
2. Strengthen the Hook into Hockey program & other junior school programs	i. Identify and allocate resources for programs	Increase in # participating in programs			March 2015
	ii. Promote programs to schools				Ongoing from April 2015

<b>INFRASTRUCTURE: Provide sustainable high quality facilities that cater for growing participation</b>					
<b>1. Achieve &amp; deliver venue management best practice, including assessing non-hockey opportunities</b>					
<b>STRATEGY</b>	<b>ACTIONS</b>	<b>MEASURE OF SUCCESS</b>	<b>RESOURCES</b>	<b>WHO'S RESPONSIBLE</b>	<b>BY WHEN</b>
1. Improved understanding of what GHA's assets are	i. Prepare an asset register for GHA	Assets are in continuous working order			Feb 2015
	ii. Review register and undertake Lifecycle costing assessment to determine priority of replacing assets and budget accordingly	Sound financial management of assets			Ongoing Annually from March 2015
2. Ensure sufficient funds available for replacement of assets	i. Set up a sinking fund for asset renewal	Financial security of GHA			Nov 2016
<b>INFRASTRUCTURE: Provide sustainable high quality facilities that cater for growing participation</b>					
<b>2. GHA to maintain the highest standard playing/spectating facility outside of the metro area</b>					
<b>STRATEGY</b>	<b>ACTIONS</b>	<b>MEASURE OF SUCCESS</b>	<b>RESOURCES</b>	<b>WHO'S RESPONSIBLE</b>	<b>BY WHEN</b>
1. Replacement of 2nd turf surface	i. Obtain final quotes for cost of project	Plan for replacement of turf developed			Feb 2015
	ii. Check that Club can financially contribute and maintain turf sustainably	Financial security of GHA			March 2015
	iii. Seek to discuss project with funding bodies to gauge interest (CGG / DSR / MWDC)	Financial security of GHA			Ongoing from March

					2015
	iv. Explore possibility of sourcing a second hand turf	Plan for replacement of turf developed			Feb 2015
<b>INFRASTRUCTURE: <i>Provide sustainable high quality facilities that cater for growing participation</i></b>					
<b>3. Develop and maintain facilities to meet the needs of all hockey participants.</b>					
<b>STRATEGY</b>	<b>ACTIONS</b>	<b>MEASURE OF SUCCESS</b>	<b>RESOURCES</b>	<b>WHO'S RESPONSIBLE</b>	<b>BY WHEN</b>
1. Complete fit out of club rooms	i. Detail what is needed for final fitout (eg carpets etc)	Fit out factored into budget			April 2015
	ii. Source resources and costs				May 2015
	iii. Collate and erect memorabilia from GHA and clubs	Memorabilia displayed Feedback from members Media coverage generated			Ongoing from January 2015
2. Ensure all equipment is up to required standard	i. Audit facilities and ascertain whether equipment needs replacing	Equipment in good working order			April 2015
	ii. Prepare budget to replace any items as required	Equipment replacement budgeted for			April 2015
3. Ensure sufficient facilities to accommodate current and future membership	i. Book and maintain grass fields to ensure availability for season	Member feedback			Annually from March 2015