



Ipswich Hockey Association Inc.

Strategic Plan

2013-2016



The Queensland Government has provided funding to Ipswich City Council for the Ipswich Sports House to get more Queenslanders active through sport and recreation.

Proudly supported by Mayor Paul Pisasale and Councillors of the City of Ipswich.

Organisation Details

Full Legal Name	Ipswich Hockey Association Inc.
Incorporation Number	IA05803
Incorporation Date	8 June 1989
ABN	54 159 436 239
GST Registration Status	Registered for GST
Street Address	65 Briggs Road, Raceview QLD 4305
Postal Address	65 Briggs Road, Raceview QLD 4305
Lot and Plan	Lot 2 RP 854501
Accountable Officer/Contact	Margret Mantell
Position	President
Mobile	0417 728 414
Email	president@ipswichhockey.com
Local Government Authority	Ipswich City Council
Tenure	Owned freehold

Signature page

This Strategic Plan was approved by the Ipswich Hockey Management Committee at its meeting held on 5 August 2013.

Signed on behalf of the Management Committee by:



Margret Mantell

President

5 August 2013

Membership Details

The following table provides current membership information in each membership category, together with projections for how many members the organisation hopes to have in each category in three years.

Membership Details	2011	2012	2013	2014	2015	2016
Senior Men	221	202	198	210	215	220
Junior Boys	143	154	167	175	190	200
Senior Women	324	313	301	310	315	320
Junior Girls	292	290	291	300	310	320
H2H	123	212	263	265	275	285
Total	1103	1169	1220	1260	1305	1345

Association Affiliated Clubs

The following clubs are affiliated with the Ipswich Hockey Association Inc (Ipswich Hockey).

- Bellbowrie Hockey Club Inc
- Collegians Hockey Club Inc
- Eastern Suburbs Hockey Club Inc
- Hancock Brothers Hockey Club Inc
- Northern Suburbs Hockey Club Inc
- Swifts Hockey Club
- Thistles Ladies Hockey Club Inc
- Veterans Hockey Club
- Western Suburbs Hockey Club Inc

History and Profile

Ipswich Hockey was formed in 1931 and has been an integral part of the Ipswich community for the duration of this time.

Ipswich Hockey is based at Briggs Road, Raceview – a facility that the association owns freehold - and conducts weekly fixtures, training and holiday programs. We also regularly host state championships and have previously hosted international competitions.

Membership and competition is open to all age groups, males and females and provides an inclusive environment.

Ipswich Hockey has a history of successful elite players and representative teams playing in state championship events and members being selected to national teams.

Ipswich Hockey has one (1) full time paid employee – a Regional Coaching Director, with the management and operations of the association and affiliate clubs being undertaken by volunteers. The Management Committee (also including representatives from each club) meet on a monthly basis. Various sub-committees are also formed where applicable (eg State Championships Organising Committee).

Over the years, Ipswich Hockey has been successful in obtaining various grants, which have been used for the development of new programs, purchasing of equipment and facility upgrades.

The Association is also fortunate to currently have a number of sponsors:

Llewellyn Motors	McMillan Kelly Thomas Lawyers	The Denture Lady
Coffee Club	Mallets Carpet Choice	Spiderweb
Bendigo Bank	Heritage City Photos	Enzed
Sports Technology International	Queensland Power Transmissions	Mini-Cat Bobcat & Tipper Hire
Just Hockey	Surreal Signs	Nolan’s Travelworld Ipswich
Aeromac	G & P Builders	Quest Apartments Ipswich
Legends Barber Shop	Platinum Electrical Contractors	Mayor Paul Pisasale
		Ipswich City Council

Ipswich Hockey has been working with Ipswich Sports House since its inception in late 2012 and has recently developed a stronger working relationship with Ipswich Sports House.

Purpose of the plan

The purpose of this Strategic Plan is to:

- Provide a management tool for Ipswich Hockey and its affiliated clubs to focus on the future direction of the sport in the Ipswich region;
- Encourage planning for the long term growth and benefit of the sport; and
- Enable Ipswich Hockey to identify, set and achieve its goals

Development of Plan

The development of this Strategic Plan was done through a series of planning workshops, facilitated by Ipswich Sports House. The planning workshops were attended by members of Ipswich Hockey's Management Committee and club representatives, all of whom actively participated to provide input. Club representatives also liaised with other members of their clubs to gain feedback on and input to the Action Plan portion of the plan – which was then fed back in to the overall planning process.

Implementation of the plan

Implementation of the plan will be undertaken by the Management Committee and club representatives, in conjunction with Ipswich Sports House. From time to time it may be necessary to engage outside contractors or consultants to undertake specific actions.

Review of the plan

The plan will be reviewed on a quarterly basis at Management Committee meetings to ensure specific actions are on track to be met in a timely manner. As required, parts of the plan may be updated / changed at these meetings. A full formal review will be conducted in early 2016 and a new 5 year plan developed at this time.

Our Vision:

The vision of Ipswich Hockey is to be the leading regional hockey association in Queensland.

Our Mission:

The mission of Ipswich Hockey is to promote, support and develop the sport of hockey in Ipswich and the surrounding region, through the provision of competitions, training, coaching and officiating, and the provision of world-class facilities.

Facilities

Ipswich Hockey owns and operates its own grounds. Facilities include: 1 x water field, 1 x hybrid field, 4 x grass fields, Clubhouse (including canteen/bar, function room, change rooms and amenities) and associated outbuildings (including implement shed and demountables).

Finance

Ipswich Hockey's finances are controlled by the Management Committee, with the Honorary Treasurer being primarily responsible for maintenance of the Associations accounting records. Bank accounts are kept with reputable local banks, currently Bendigo Bank and Westpac.

Funds for operations are generally raised by levying playing and training fees to the players via their clubs, sponsor advertising and through the operation of the bar and canteen in the clubhouse. From these incomes, the expenses of operating the Association including the fields at Briggs Road and the clubhouse are paid. The most individually significant cost of the Association relates to replacement of the two artificial fields on a 7 to 10 year basis, and it is the aim and intention of Ipswich Hockey to generate a surplus from its operations from year to year so that sufficient funds are accumulated when the time comes for the artificial fields to be replaced.

Population and Demographics

Based in Raceview in Ipswich Central, the Ipswich Hockey Association services the greater Ipswich and surrounding regions.

At the most recent census in 2010, Ipswich has a demographic largely in the 15-44 years age groups, with an overall average income of \$42,000 pa. The population of Ipswich in currently sits at approx. 172,500; however this is expected to increase to 215,784 by 2016 and 462,000 by 2030. Compared to Queensland as a whole, Ipswich has a higher proportion of young people and families, and a much lower proportion of people aged 60+. The ongoing development of Springfield and the imminent development of the Ripley corridor are likely to maintain this trend for Ipswich as a whole. Ipswich Central has by far the highest proportion of older adults (60+), while Ipswich North and East have the highest proportion of young people aged under 14. The new developments of Springfield and Ripley Valley are expected to consist largely of young families.

Ipswich as a whole has higher rates of physical inactivity, obesity, type 2 diabetes, mental and behavioural disorders and higher death rates from coronary heart disease and stroke than Queensland as a whole. Ipswich Central has the highest rates of obesity and mental/behavioural disorders; Ipswich North has the best health outcomes, whilst Ipswich East has the highest level of social disadvantage.

Studies by Ipswich City Council indicate a strong preference among Ipswich residents for participation in informal (non-competitive, non-club based, non-organised) activities as opposed to formal sporting pursuits. Walking is by far the most frequently engaged in activity for all age groups aged 25 and over. In a survey of Ipswich sport and recreation clubs in 2006, the most frequently reported trends were social competitions and a demand for evening competitions in outdoor sports. The cost of participation, lack of information about available opportunities and social isolation are often reported as barriers to participation in physical activity.

Locality Map

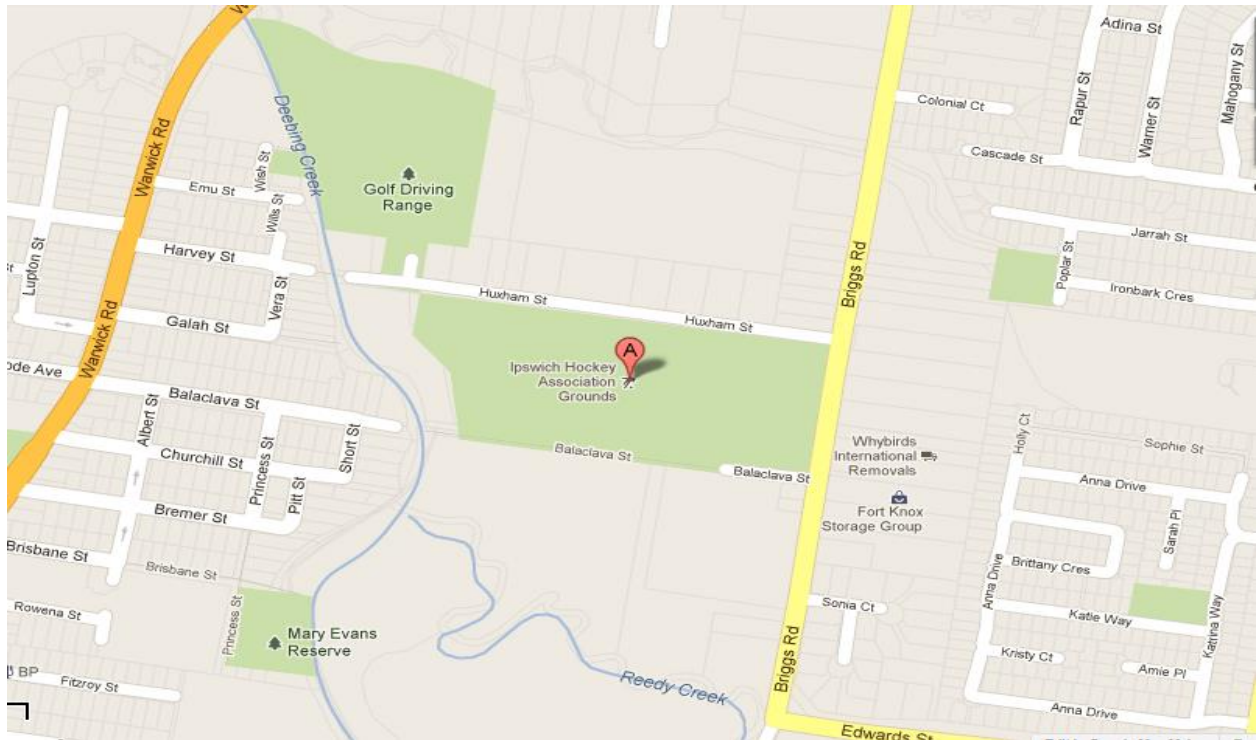


Figure 1 – Street Map



Figure 2 – Aerial photograph of Hockey Grounds, Raceview

Core Business

The core business of Ipswich Hockey is to provide an opportunity for participation in the sport of hockey in the Ipswich Region. This is achieved through the following products and services:

- Hockey competitions and training;
- Hockey player development;
- Provision and management of hockey facility;
- Hockey coaches and umpires;
- Hosting championship events;
- Promotion of the sport of hockey;
- Administration services; and
- Mentoring opportunities

Customer Analysis

The internal and external customers of Ipswich Hockey are:

Internal	External
Players	Ipswich City Council
Clubs	Queensland Government
Parents	Spectators
Management Committee	Visiting Players
Volunteers	Sponsors / Supporters
	Hockey Queensland
	Hockey Australia

Stakeholder Analysis

Stakeholder	Stakeholder Requirements
IHA Affiliated Clubs	<ul style="list-style-type: none"> • Strong competition across all age groups • Opportunities for development programs • Opportunities for membership growth • Open communication • Support for volunteers
Players	<ul style="list-style-type: none"> • Safe, fun environment • Well organised competitions • Competition level to meet their skill level and needs • Opportunities for skill development • Opportunities to be challenged and achieve highest possible honours • Value for money
Umpires	<ul style="list-style-type: none"> • Education and skill development • Mentoring • Respect • Support • Opportunities for higher honours
Coaches	<ul style="list-style-type: none"> • Education and skill development • Mentoring • Respect • Support • Opportunities for higher honours
Parents and Spectators	<ul style="list-style-type: none"> • Open communication • Safe, fun environment • Value for money
Ipswich City Council	<ul style="list-style-type: none"> • Provide a service to the community • Encourage active lifestyle • Provide value to the community
Ipswich Community	<ul style="list-style-type: none"> • Health benefits • Represent the city well • Community engagement
Hockey Queensland	<ul style="list-style-type: none"> • Open and honest communication • Support the statewide goals for the sport • Assist with growth and development of the sport • Provide high quality competitions • Represent the sport well
Sponsors	<ul style="list-style-type: none"> • Return on investment • Engagement with Hockey Community • Open and honest communication

Competitor Analysis

Ipswich Hockey has identified the following competitors:

- Other sports in the city
- Work commitments
- Social Media
- Other recreation opportunities

SWOT ANALYSIS

<p>STRENGTHS</p> <ul style="list-style-type: none"> • International standard field • All in one location for the sport • Off-field infrastructure • Reputation of the Association • Community spirit/feeling • Family sport – all ages, both genders • Facility is owned by association • HQ does not restrict competition to Ipswich only clubs/players • Full time Regional Coaching Director • Involvement in Active After School Communities program (AASC) • Pathway development (from H2H through to international representation) • History • Relationship between clubs • Facility is above floodline • Intercity competition with Toowoomba • Safe and Happy environment • Caters for all skill levels • Is a social sport • Cater for diversity • Passionate people • Strong leadership • Quality canteen food • Strong officiating • Relationship with local media (QT) 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Looking to the future • Lack of quality grandstands • Membership • Cost to participate in the sport • 100% voluntary organisation • Amateur sport • Rely on same people to do everything (other people need to be incentivised to out their hand up) • Lack of TV exposure • Lack of initiative from some people to get in and do jobs that need doing • Proximity to Brisbane • Governing bodies • Hockey not a school sport • No risk management policy: reactive not proactive • People to run AASC programs in order to grow these • Cost of infrastructure • Relationship between clubs on occasion
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • New developments at Springfield and Ripley Valley • 2018 Commonwealth Games – training venue; lead up matches • AASC • More promotion • Ipswich Sports House 	<p>THREATS</p> <ul style="list-style-type: none"> • Rising cost of sport • Proximity to Brisbane • Professional sports • Other sports in general • People’s attitudes • People’s use of social media (eg bad comments on Facebook posts)

<ul style="list-style-type: none"> • Qld Hockey – expansion of the game • Better promote the facility • Host national teams • Improve relationships between clubs: to work together to improve sport for all • Build on relationships with other sports: working collaboratively, cross promotion • Leveraging sponsors • Youth development • Volunteers 	<ul style="list-style-type: none"> • Complacency • 7 day shopping • Volunteer burn-out • The economy • People are time poor • Springfield and Ripley Valley developments • Withdrawal of government funding • Potential field damage • Youth: part-time work, increased study load • Natural disasters
--	--

Glossary

Acronym	Organisation in Full
IHA	Ipswich Hockey Association
HQ	Hockey Queensland
HA	Hockey Australia
ISH	Ipswich Sports House
ICC	Ipswich City Council
IJRL	Ipswich Junior Rugby League
AASC	Active After Schools Communities
RSA	Responsible Service of Alcohol
RMLV	Responsible Management of a Licenced Venue
RAMP	Risk Assessed Management Plan
RCD	Regional Coaching Director
RAPT	Recruitment Advancement Promotion Team

Action Plan

Action Area – Financial Management

Goal: To ensure that Ipswich Hockey is using best practice Financial Management processes, maximise funding opportunities and ensure funds are used effectively and appropriately.

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Progress / Result
Develop and adopt an Annual Budget	<ul style="list-style-type: none"> Develop and implement a budget based on expectations Continue to set aside funds each year for Capital Works Develop a Capital Works budget in order to plan for upcoming major spend 	Annually in November (to be adopted at Management Meeting)	Treasurer	Treasurer Management Committee	
Ensure financial records meet all audit and accounting requirements	<ul style="list-style-type: none"> Annual audit of financial records 	Annually in January	Treasurer	Treasure Fees for service	
Seek and apply for grants to meet identified project needs of IHA	<ul style="list-style-type: none"> Identify projects and facility/equipment needs that will require grant funding to support Engage a professional grant writing service Successful in getting at least 1 grant per year 	Ongoing	Management Committee	Management Committee Grant Writer Fees for Service	

Action Area – Community Partnerships

Goal: To develop strong community partnerships with other organisations in Ipswich, which produce mutually beneficial outcomes.

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Develop opportunities to engage with other local sports organisations	<ul style="list-style-type: none"> Continue to invite clubs to participate in celebrity match at Hockey Open Day. Minimum 4 other clubs per year involved Accept invitations to be involved with the activities of other local sports organisations – at least one per year Seek opportunities for players to do cross-training with other sports' trainers 	<p>Annually in February</p> <p>Ongoing</p> <p>Ongoing</p>	<p>VP – Sponsorship & Media</p> <p>RCD</p>	<p>Management Committee</p> <p>ISH</p> <p>Local Clubs</p>	
Liaise with other sports to develop the Briggs Road User Group	<ul style="list-style-type: none"> Clubs based at Briggs Road to meet to discuss common issues, opportunities etc as required 	Annually	President	<p>Management Committee</p> <p>IJRL</p> <p>Western Pride</p> <p>ISH</p>	
IHA to have a presence at other local community events	<ul style="list-style-type: none"> Have a presence in the Ipswich Festival Parade Investigate having a presence at the Ipswich Show and other local shows (eg Static Display, Active Space – may need to combine with other sports) 	<p>Annually in April</p> <p>Annually in May</p>	RAPT Coordinator	<p>Volunteers</p> <p>Equipment</p>	

Action Area – Marketing and Promotion

Goal: To undertake a range of marketing and promotion activities to provide cost effective benefits to Ipswich Hockey Association

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Utilise other event opportunities to promote IHA	<ul style="list-style-type: none"> Have a presence in the Ipswich Festival Parade Investigate having a presence at the Ipswich Show and other local shows (eg Static Display, Active Space – may need to combine with other sports) Engage with other Expo opportunities to promote IHA (eg Sports Expo) 	Annually in April Annually in May As opportunities arise	VP – Sponsorship & Media	Volunteers Equipment	
IHA to host special event days to promote association	<ul style="list-style-type: none"> Continue to hold and grow Open Day (Family Fun Day) Continue to hold and grow end of season carnival day Continue to hold Hook in2 Hockey theme day 	Annually in Feb Annually Annually	RAPT Coordinator	Management Committee Volunteers Sponsors Players/Parents	
Promote IHA and clubs in outside locations	<ul style="list-style-type: none"> Undertake at least 1 shopping centre display each year (eg Riverlink, Orion Springfield) Undertake at least 1 day per year at other strategic locations (eg Robelle Domain Markets) 	Annually in Jan Annually	VP Sponsorship & Media	Volunteers Clubs	
Develop Members Rewards Program	<ul style="list-style-type: none"> Liaise with association sponsors to develop rewards package Rewards program with a minimum of 5 partner organisations involved 	Dec 2013	VP Sponsorship & Media	Vice-President, Media and Sponsorship	

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Utilise Social Media as an effective promotional tool	<ul style="list-style-type: none"> Identify and appoint a Social Media Coordinator Attend a social media training workshop to learn best practice in the use of Social Media for promotion 	July 2013 As available	President	Internet Access Volunteer	
Maintain strong relationship with local media	<ul style="list-style-type: none"> At least one QT article per week during season 	Ongoing	VP Sponsorship & Media	Vice President, Media and Sponsorship	
Attract high profile games / training sessions to Ipswich	<ul style="list-style-type: none"> Assess the criteria required for hosting major events Plan for the upgrading of anything required to meet this level of criteria Source information on requirements to attract Qld / Australian teams to hold training sessions / camps in Ipswich Assess and plan for ability to host pre-Commonwealth Games matches or training camps for International teams 	Dec 2013 June 2014 August 2014 August 2014	President	Management Committee ISH HQ/HA	
Link in with Hockey Queensland and Hockey Australia marketing where possible	<ul style="list-style-type: none"> Engage with HQ/HA in relation to over-arching marketing programs (eg provide feedback, suggestions etc) Seek out opportunities for IHA to leverage off state/national marketing campaigns 	Ongoing	VP Sponsorship & Media	Management Committee HQ/HA	

Action Area – Governance

Goal: To ensure all governance of Ipswich Hockey Association meets or exceeds industry best practice

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Ensure IHA meets all requirements of the Office of Fair Trading	<ul style="list-style-type: none"> Minimum 6 Committee meetings per year, correctly recorded Provide copies of annual reports to OFT 	Annually	President	Management Committee Secretary	
Undertake annual review of IHA By-Laws	<ul style="list-style-type: none"> Consult with clubs and other relevant stakeholders Feedback is provided to Technical Committee to recommend changes / updates Management Committee to adopt any agree upon changes 	Annually in March	Records Secretary	Clubs Management Committee Players ISH	
Annual Review of IHA Strategic Plan	<ul style="list-style-type: none"> Consult with clubs and other relevant stakeholders Management Committee to adopt and agree upon changes 	Annually in March	President	Management Committee Clubs ISH	
Develop/Review and adopt a suite of policies and procedures for the management of IHA	<p>Policies and Procedures to include:</p> <ul style="list-style-type: none"> OHS Risk Management Policy Child Protection Policy Game specific procedures Member Protection Policy Representative Selection Policy Codes of Conduct Complaint Handling and Dispute Resolution <p>Work with Ipswich Sports House to develop / review these</p>	Ongoing, all completed or reviewed by June 2016	President	Management Committee Clubs ISH HQ/HA	

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Develop a succession plan for Management Committee positions	<ul style="list-style-type: none"> Work with Ipswich Sports House to develop succession plan 	January 2015	President	Management Committee ISH	
IHA representatives to attend relevant training/workshops that will assist with the operations of the association	<ul style="list-style-type: none"> Ipswich Sports House to send details of relevant training opportunities Identify people to attend IHA to have representatives attend minimum 2 training opportunities per year 	Ongoing Annually	Secretary	ISH Management Committee Volunteers	
Maintain strong relationship with HQ and HA	<ul style="list-style-type: none"> Ensure governance structures, policies and procedures are consistent with HQ/HAs Ensure representation at HQ AGM and delegate Forum 	Annually	President	Management Committee HQ	

Action Area – Risk Management

Goal: To develop and maintain a comprehensive suite of Risk Management protocols to protect the Association, clubs, players and all other stakeholders

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Develop and Adopt Risk Management Policy	<ul style="list-style-type: none"> Form working sub-committee to develop policy in consultation with ISH Ensure policy is in line with HQ / HA Risk Management policy Policy to be adopted by Management Committee 	Dependant on HQ releasing their updated Policy	VP Grounds & VP Clubhouse	Volunteers Management Committee	
Undertake a comprehensive IHA risk assessment	<ul style="list-style-type: none"> Develop Risk Assessment checklist Facility assessment Playing conditions assessment Address any issues raised by the Risk Assessment 	September 2013 Annually in January	VP Grounds & VP Clubhouse	Volunteers ISH	
Develop a First Aid Policy and processes for enforcement	<ul style="list-style-type: none"> Work with ISH to develop document Ensure it is in line with HQ / HA policy and processes Refer to policies and processes successfully implemented by other sports 	Completed by November 2013	Paul Hardie	Vice President - Grounds Volunteers ISH	
IHA to maintain a comprehensive register of First Aid Qualifications	<ul style="list-style-type: none"> All clubs to provide to IHA details of first aid qualified people in their club 	Annually in April	Secretary	Clubs	

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
IHA to maintain a comprehensive register of Working with Children Blue Cards	<ul style="list-style-type: none"> All clubs to provide to IHA details of their club's Working with Children Blue Cards 	Annually in April	Secretary	Clubs	
Annually review property insurances to ensure they meet the current needs of IHA	<ul style="list-style-type: none"> Review all coverage and either renew or change if required 	Annually	Treasurer	Management Committee	
Annually review people insurance to ensure they meet needs of IHA	<ul style="list-style-type: none"> If required provide feedback to HQ in regards to the insurance policies and coverage 	Annually	Treasurer	Management Committee	
Address risk issues related to carpark and road	<ul style="list-style-type: none"> When both gates open, ensure both closed and locked on departure Remark the carpark lines Discuss with ICC possibility of widening road outside of entrance/exit gates 	Ongoing Dec 2013	President	Management Committee	

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
IHA to fulfil all requirements in regards to Liquor Licencing	<ul style="list-style-type: none"> • All paid bar staff to have current RSA – copy of qualifications kept on file on IHA • All volunteer bar staff are supervised by someone with RSA • At least one member of management committee to complete RMLV and obtain Approved Manager status. Copy of qualification kept on file at IHA • Review conditions of Liquor Licence and apply for changes if required • Prepare a RAMP and review annually (update if required) 	<p>June 2013 then ongoing</p> <p>June 2013, then renewed as required</p> <p>Annually</p> <p>Annually</p>	President	<p>Staff;</p> <p>Volunteers;</p> <p>Cost of RMLV/Approved Manager;</p> <p>Management Committee</p> <p>ISH</p>	

Action Area – Facilities and Equipment

Goal: To ensure that all facilities and equipment are maintained to a standards to meet the ongoing needs of the IHA and all stakeholders

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Produce a Complex Development Plan	<ul style="list-style-type: none"> Appoint a sub-committee to develop plan First Draft of plan completed by end of season Final plan adopted by Management Committee Review plan and update as required 	August 2013 October 2013 April 2014 Annually	VP Grounds	Sub-Committee; Vice President – Grounds; ISH; Management Committee	
Conduct an Equipment Audit and maintain Equipment Register	<ul style="list-style-type: none"> Audit all equipment (playing, maintenance, facility etc) including number, condition etc Record details in Equipment Register included proposed requirements for update or replacement dates 	Initial audit and register completed September 2013; then conducted and updated Annually at end of season	VP Grounds	Management Committee	
Develop a Facility and Equipment Maintenance Schedule	<ul style="list-style-type: none"> Assess and record details of when equipment and facilities will require maintenance and/or upgrades 	Initially developed by October 2013 and updated annually at end of season	VP Grounds	Management Committee Costs of maintenance and upgrades	

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Assess capacity to host National / International Events and/or training camps	<ul style="list-style-type: none"> Review recent bid documents Record what capacity IHA currently has Record what gaps in capacity IHA has Develop plan to meet gaps in capacity 	October 2013	President	Management Committee ISH HQ/HA	
Commence planning for required facility upgrades	<ul style="list-style-type: none"> Assess facility upgrade requirements and record needs Prioritise needs list Develop and plan projects in order of priority Seek grant funding to help with costs of facility upgrades 	Initial plan completed by March 2014; upgrade process ongoing	VP Grounds	Management Committee ISH	

Action Area – Coaching and Officials

Goal: To develop and support opportunities for current and potential new coaches and officials to ensure IHA has enough to support current and future programs.

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
To increase the number of AASC coaches actively involved in the program to 20 (currently 12)	<ul style="list-style-type: none"> Target recruit late high school / university age players to become involved Advertise payment scale Liaise with AASC staff in regards to the timing of Community Coaching Training Ensure strategies in place for retention of AASC coaches 	15 by mid 2014 18 by mid 2015 20 by mid 2016	RCD	Volunteer Coaches Time for training AASC	
Increase number of accredited Community Coaches	<ul style="list-style-type: none"> Target recruit suitable candidates Hold Community Coaching online sessions at the Association 	10 new coaches accredited in 2013	RCD	RCD Volunteer Coaches Time for training course Cost of accreditation (Get Going Grant in 2013)	
Increase number of accredited Level 1 coaches	<ul style="list-style-type: none"> Recruit candidates from the pool of Community Coaches Liaise with HQ in regards to the 1 Day Practical Course dates 	5 new coaches accredited Level 1 in 2013	RCD	RCD Volunteer Coaches Time for training course HQ Cost of accreditation (Seek grant or candidate funded)	

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Increase number of accredited Level 2 coaches	<ul style="list-style-type: none"> Recruit candidates from the pool of Level 1 coaches Liaise with HQ in regards to dates of all required workshops and practical course components 	1 new Level 2 accredited in 2014 2 new Level 2 accredited in 2015	RCD	RCD Volunteer Coaches Time for training course HQ Cost of accreditation (Seek grant or candidate funded)	
Develop a Coach Mentoring Program	<ul style="list-style-type: none"> RCD or other identified mentor coach to step in if games becoming one-sided RCD to continue to provide specialist advice and sessions upon request 	Program developed by end of 2013 season; begin implementation in 2014 season	RCD	RCD ISH Coaches	
Increase number of accredited Community Umpires	<ul style="list-style-type: none"> Target recruit suitable candidates Hold Community Umpiring online sessions at the Association Liaise with HQ for suitable practical assessment opportunities 	Increase by 2 per year	Umpires Committee	Umpiring Committee Volunteer Umpires Time for training course HQ Cost of accreditation (Seek grant or candidate funded)	
Increase number of accredited Level 1 Umpires	<ul style="list-style-type: none"> Recruit candidates from the pool of Community Umpires Liaise with HQ in regards to the 1 Day Practical Course dates Liaise with HQ for suitable practical assessment opportunities 	Increase by 1 per year	Umpires Committee	Umpiring Committee Volunteer Umpires Time for training course HQ Cost of accreditation (Seek grant or candidate funded)	

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Increase number of Accredited Technical Officials	<ul style="list-style-type: none"> Target recruit suitable candidates that meet pre-requisites Liaise with HQ for course dates 	Increase by 1 per year	Technical Committee	Volunteers Time for training course HQ Cost of accreditation (Seek grant or candidate funded)	
Provide support for anyone wishing to pursue higher coaching, umpiring or technical official accreditation	<ul style="list-style-type: none"> Liaise with HQ / HA to help candidates meet requirements 	As needed	RCD Umpiring Committee	Coaches, Umpires, Technical Officials. HQ/HA Cost of accreditations (Seek grant or candidate funded)	

Action Area – Programs and Activities

Goal: To continue to offer a range of programs and activities that provides opportunities for all people to participate in hockey

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Continue to evolve the Hook in2 Hockey program	<ul style="list-style-type: none"> Conduct annual survey of parents and make relevant improvements to the program Conduct a Hook in2 Hockey Theme Day each season 	Annually	RAPT Coordinator	Management Committee H2H Parents Cost of Theme Day	
Continue to hold and develop the Family Fun Open Day each year	<ul style="list-style-type: none"> Provide Come and Try activities Continue to provide club sign on opportunity 	Annually in March	RAPT Coordinator	Management Committee ISH	
Hold relevant social functions	<ul style="list-style-type: none"> End of Season Function Umpires Dinner 	Annually	President	Management Committee Clubs Players Umpires Costs	
Continue to bid to host State Championship Events	<ul style="list-style-type: none"> U15s in 2013 Consider on case by case basis as requested by HQ 	July 2013	President	Management Committee State Championships Committee ISH Financial Resources Sponsors HQ	
Continue to review weekly fixtures and look for ways to improve	<ul style="list-style-type: none"> Conduct annual player survey in relation to fixtures Implement appropriate relevant changes 	Annually in September Annually in March	Technical Committee	Management Committee Players Clubs	

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Continue to develop the Classic League competition for over 35s players	<ul style="list-style-type: none"> Undertake an end of season review to identify potential improvements Offer a discounted registration for players new to the sport of hockey 	Annually	Masters Committee	Management Committee Players Clubs	
Continue to maintain the Hockey Summer competition currently 10 senior and 20 junior teams	<ul style="list-style-type: none"> Current team numbers is capacity for this competition, so maintenance is the key Under of season survey of players to identify potential improvements 	Annually	President	Management Committee Players Clubs	
Continue to offer school holiday programs	<ul style="list-style-type: none"> Partner with ISH to run programs as part of the ICC Active Breaks program 	As requested	RCD	RCD Coaches ISH	
Explore opportunities to offer new coaching activities	<ul style="list-style-type: none"> Continue with Essential Skills program Liaise with RCD in regards to further programs that could be offered Survey coaches to identify what needs they have that they feel are not being met currently 	As required	RCD	RCD Coaches	

Action Area – Membership

Goal: To continue to grow the membership of Ipswich Hockey Association and our clubs.

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Increase retention of 15-18 year old players	<ul style="list-style-type: none"> Analyse membership data to determine dropout rate of this age group Speak directly with players from this age group to determine reasons for dropping out and ascertain methods for keeping them in the sport Encourage this age group to take up officiating, AASC coaching and/or other paid roles Liaise with other Hockey Associations in regards to the options for addressing this issue 	Ongoing	Snr VP	Management Committee Players Other associations	
60% conversion rate from Hook In2 Hockey to Junior Hockey	<ul style="list-style-type: none"> Promote Junior Hockey programs and opportunities to Hook In2 Hockey players and families Review pricing strategy for those moving from H2H to Junior Hockey programs 	Ongoing	Snr VP	Management Committee Clubs H2H parents Financial implications	
Develop an IHA Past Players Alumni	<ul style="list-style-type: none"> Review successful Past Players Associations from other sports and adopt where appropriate Determine role / responsibilities of the Past Players Association 	Alumni established by start of 2016 season	Snr VP	Management Committee Past Players Clubs	

Action Area – Volunteers

Goal: To ensure IHA has a sufficient pool of qualified / experienced volunteers to fulfil the needs of current and future programs and activities

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Develop a volunteering culture within IHA and member clubs	<ul style="list-style-type: none"> Public recognition of volunteers to demonstrate the value IHA places on volunteering 	Ongoing	President	Volunteers Management Committee	
Develop a Volunteer Management Manual	<ul style="list-style-type: none"> Work with ISH Undertake a review of all volunteer roles and requirements Include policies and processes for Volunteer Recruitment, Training, Retention, Recognition and Evaluation Ensure all volunteer positions have an up to date Position Description Ensure volunteers Sign In when they are on-site undertaking their role 	Full Manual in place by mid-2016 (NB. Parts of the manual will be implemented on a graduated basis)	President	Management Committee ISH Volunteers	
Target Recruit volunteers to fill specific roles	<ul style="list-style-type: none"> Appoint a Volunteer Coordinator role Collect information on members' (and parents, partners etc) professional skills, interests etc Directly approach relevant people to ask them if they are interested in filling particular jobs 	Annually with membership renewal/sign-on As required	President	Management Committee Registrar	

Objective	Action/Strategies How will it be achieved?	Timescale When will it be achieved?	Led by Who is responsible?	Resources / Stakeholders Money, time, people, facilities	Outcome, who and how
Utilise outside sources to recruit volunteers	<ul style="list-style-type: none"> • Register positions with the Volunteering Queensland Sport Recreation and Fitness Volunteering Portal • Approach local universities to establish if volunteer roles can be undertaken by students as part of their course practical requirements. Identify particular roles • Work with local schools to provide opportunities for students to complete community service hours • Investigate opportunities for Corporate Volunteering 	<p>As required</p> <p>Annually</p> <p>Annually</p> <p>Annually</p>	Volunteer Coordinator	Volunteer Coordinator; Universities; Schools; Corporates	
Investigate taking on a Sport and Recreation trainee	<ul style="list-style-type: none"> • Liaise with Training Sense in relation to requirements 	Ongoing		Management Committee	Not in a position to take on trainee at this stage but will continue to work towards the possibility