



# OTAGO HOCKEY ASSOCIATION STRATEGIC PLAN 2016-2021

**VISION: Otago Hockey to be at the forefront of sporting excellence**

**MISSION: Grow our participation, culture and pathways to deliver a positive experience**

PRIORITIES	CULTURE	PARTICIPATION	PATHWAYS	FACILITIES	SUSTAINABILITY
<b>FOCUS</b>	<ul style="list-style-type: none"> <li>• Good Governance</li> <li>• Pride</li> <li>• Volunteers &amp; Supporters</li> <li>• Growing Our Brand</li> <li>• Relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Retention of Players</li> <li>• Transition Between Age/Grades</li> <li>• Programmes</li> <li>• Competitions</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities</li> <li>• Development</li> <li>• Delivering High Performance</li> <li>• Reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Quality</li> <li>• Maintenance/Upgrades</li> <li>• Diversify/Maximise Potential</li> <li>• Health &amp; Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Participant Numbers</li> <li>• Growth</li> <li>• Finances</li> <li>• Succession Planning</li> <li>• Continuity</li> <li>• Community</li> </ul>
<b>AIMS</b>	<ul style="list-style-type: none"> <li>• Clear and concise communication with our community, ensuring good governance with transparency at all times</li> <li>• Instil pride in our people</li> <li>• Increasing our volunteer numbers at all levels and ensuring we have continued support from our hockey and business community</li> <li>• Develop our unique identity</li> <li>• Forging strong relationships and connections in our community through visibility, networking and hosting quality events and functions throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>• Strong player growth in the targeted areas of age, gender and socio-economic diversity</li> <li>• Retention of current players as they move through the grades and age groups</li> <li>• Supporting clubs and schools in all aspects of hockey</li> <li>• Participation programmes available for all members of our community throughout the year</li> <li>• Competitions that are suitable for every gender, age and skill level</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities for every age, gender and skill level</li> <li>• Comprehensive official, coach, manager and player development pathways</li> <li>• Create a consistent pathway for upskilling and training our future elite officials, coaches, managers and players affiliated to high performance in our Southern Region</li> <li>• Members performing consistently at all levels of competition and tournament</li> </ul>	<ul style="list-style-type: none"> <li>• Growing facilities in a realistic and sustainable manner whilst allowing user growth not to be limited by facilities</li> <li>• Increase user satisfaction by improving player to turf ration</li> <li>• Maintain and upgrade current facilities to a high standard, utilising a robust maintenance plan, prioritising needs over wants and making wise investments</li> <li>• Look for other sources of income that can be generated from our facility, forming strong relationships with different sectors of the wider Dunedin community, as well as establishing other satellite facility opportunities</li> <li>• Ensuring processes and safeguards are in place to ensure the safety of everyone on our premises</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring levels of participation are kept at a manageable level both in terms of growth and the minimum required to keep the business financially viable</li> <li>• Area, workload, staffing, facility, volunteers and users all at a realistic, manageable and affordable level</li> <li>• Ensure that our sport is running as any business would; realistic and achievable budgets, making savings where possible and investments where necessary, build up cash reserves whilst keeping our pricing affordable</li> <li>• Training and upskilling our people, ensuring policies and procedures are both relevant and current. Adequate Job Descriptions and manuals will be available</li> <li>• Brand, communications and work ethic will be a vision shared and implemented by all involved in our organisation</li> <li>• Positive relationships, maintaining a high level of service, building strong relationships in the business community and offering value to users</li> </ul>

<p><b>STRATEGY</b></p>	<ul style="list-style-type: none"> <li>• Create a stakeholders communication plan with strategies surrounding advertising, informing and communicating via a variety of mediums such as social media, print, emails, newsletters and seminars</li> <li>• Endeavour to make all Board Meeting minutes available for public consumption via our website</li> <li>• Develop plans which state how we will recruit, develop and recognise volunteers at all levels</li> <li>• Continue to build our Otago Hockey “brand” by having programmes, clinics, competitions, functions, workshops, social media, communications that are reliable and consistent from year to year ensure the level of delivery and customer service is at the very highest standard</li> <li>• Ensure attendance at community and networking events across a number of formats, in the business, school, club and other sporting codes network</li> </ul>	<ul style="list-style-type: none"> <li>• Advertise and promote hockey to all areas of the Dunedin community including hosting have a go days and refresher courses</li> <li>• Track participation numbers throughout the season and years, identifying trends and issues and looking at ways to prevent drop-off</li> <li>• Continuation of support to all participants and users via the OHA Coaching Manager delivering clinics and programmes suitable for wide variety of individuals and the OHA Competitions Manager delivering competitions that attract a range of participants</li> <li>• Annually, OHA will examine all of its competitions and programmes to ensure that we are delivering the best products to our members and amending these where we are not.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that Otago Hockey has suitably qualified and trained staff in order to design and deliver appropriate pathways for every participant</li> <li>• Actively recruit volunteers for our coaching, umpiring and managing pathways and endeavour to present to the upskilling opportunities that they require to perform</li> <li>• Ensure consistency within our programmes, selections with fair and documented processes available for publication to our members</li> <li>• OHA to ensure that we support all participants at every stage of the performance pathway</li> <li>• OHA will establish strong links with Southern Hockey and utilise them wherever possible in the design and delivery of programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Otago Hockey will carry out a detailed review of our current facilities, alongside assistance from Hockey NZ and design a facilities strategy for the next 5 years, using current data and trends to forecast future needs</li> <li>• We will complete a user satisfaction survey annually to obtain feedback from our members</li> <li>• OHA will design a maintenance and replacement plan in line with our current facility requirements</li> <li>• We will investigate other regions and associations to look at best practice in regards to facility sharing, income generation and utilisation of other spaces</li> <li>• Develop and establish a robust health and safety policy, clearly stating minimum standards for our facility to ensure that it is always operating at a safe standard. All staff will be well informed of H&amp;S standards</li> </ul>	<ul style="list-style-type: none"> <li>• Track participation numbers annually and identify any areas of concern</li> <li>• Establish a clear and concise business plan and review this annually</li> <li>• Budgets set at the beginning of the financial year and measured against actuals monthly</li> <li>• Conduct annual performance reviews with all staff, and ensuring that opportunities for upskilling and further training are offered</li> <li>• Conduct annual reviews of the OHA’s policies and procedures in line with any changes in legislation</li> <li>• Staff recruitment will be thorough and all new staff will have a full induction, detailing the OHA’s vision, ethos and values</li> <li>• Weekly and monthly and annual meetings will be scheduled for all staff to allow for idea and information sharing</li> </ul>
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