

■ **VALUES:** Fun, Ambitious, Inclusive, Respect ■ **PURPOSE:** Strive for growth within the Otago Hockey community

STRATEGIC PRIORITIES & OUTCOMES

1. Game For Everyone	2. High Achieving Players, Coaches	3. Accessible & Quality Facilities	4. Strong Hockey Community	5. Financially Sustainable
<p>Strategic Priorities</p> <ul style="list-style-type: none"> - Transition our competitions and programmes to align with the “Balance is Better” approach - Allocate appropriate people and resources across strategic sections of our game to achieve growth -Develop new formats to target a wider potential player base - Develop and deliver an easily understood player, coach and official pathway at all levels <p>Strategic Outcomes</p> <ul style="list-style-type: none"> -10% increase in player numbers year on year resulting in total playing numbers exceeding 3500 in 2025 -80% of all teams have an appropriately qualified coach -Growth is achieved across all areas of our community. Junior, Secondary, Club, Masters & non traditional 	<p>Strategic Priorities</p> <ul style="list-style-type: none"> - Run quality development programmes upto to U18 that are accessible to all - Create a structure that supports growth in the number of talented players at U18 and NHC level - Invest in the recruitment, retention and development of pathway officials - Grow the pool of coaches who are identified as having the ability to coach in the pathway and talent programme <p>Strategic Outcomes</p> <ul style="list-style-type: none"> - 25% of our representative teams at U18 & NHC play semi finals each year with one national title before 2025 - Otago Officials are recognised on HNZ elite panel - Otago players are invited into HNZ Performance Network & Blacksticks squads - Coaches of Otago Hockey teams are recognised as leaders in their field at national level 	<p>Strategic Priorities</p> <ul style="list-style-type: none"> - Have facilities that are at the required standard to host national and international events - Develop a facilities strategy that aligns the benefit of the use of high quality, central facilities with the benefit of using more accessible satellite facilities in the community - Have five year maintenance plans for all OHA owned facilities that recognise DCC and other partners financial plans - Successfully incorporate the addition of the Kings High School turf into the annual operation of the association <p>Strategic Outcomes</p> <ul style="list-style-type: none"> - Develop & enhance current facilities to make them fit for purpose, engaging for members and available to new users -Encourage and facilitate development of multi purpose, accessible surfaces that are suitable for hockey throughout the community - Host the National Hockey Championship and both Blacksticks teams for Test Matches before the end of 2025squads -McMillan Hockey Centre has confirmed schedule and plans for both turfs being replaced, building painted, new carpet, furniture and bar/kitchen refit before the end of 2025 	<p>Strategic Priorities</p> <ul style="list-style-type: none"> - Strong relationships with Hockey New Zealand, DCC, our clubs & schools. Funders and sponsors - Invest in improving the capability of the clubs and schools who deliver the game at the community level - High levels of community involvement, volunteer participation and engagement in Otago Hockey - Continue to review and adopt governance led policies and systems appropriate to the association <p>Strategic Outcomes</p> <ul style="list-style-type: none"> - Develop new membership structures that enable us to engage with all participants and grow the fan base - Increased level of support to clubs and schools to increase capability at grassroots level - Effective relationships with neighbouring associations and other codes that lead to more sustainable operating models - Strong governance with recruitment and retention of suitably qualified and skilled board and staff members 	<p>Strategic Priorities</p> <ul style="list-style-type: none"> - Increased focus on the development and delivery of targeted commercial plan - Develop memberships and fan base strategies that increase our income streams - Develop a plan to support costs to participants and to ensure that cost is not a barrier to participation in any Otago Hockey programme at any level - Regularly review our structure and commitments to ensure resources are being allocated in the most sustainable way for achieving strategic outcomes <p>Strategic Outcomes</p> <ul style="list-style-type: none"> - 20% increase in revenue over the four year period - Surplus budgets approved, monitored and achieved on an annual basis so that reserves can be in excess of \$200,000 by the end of 2025 - Enhanced and new relationships created with appropriate partners that help us to deliver our strategic goals through improved financially sustainable operating models.