



Strategic Plan 2009 - 2013

November 2008



Document1.

Mission

To encourage, promote, develop and administer hockey as a dynamic skilful and tactical team sport providing participation and enjoyment for all ages and abilities with a strong focus on family and community

Values

These are what guide our day to day actions

- **Professionalism:** we display integrity in everything we do.
- **Sportsmanship:** we respect everyone involved in the sport.
- **Determination:** we achieve our goals.
- **Leadership:** we display personal leadership at all levels.
- **Family & Community:** it is the heart of hockey.
- **Open and transparent:** we deal positively and proactively with all of our constituents.
- **Success:** we celebrate our personal and team achievements.
- **Teamwork:** we work in partnership for the development of the sport.
- **Supporting diversity:** we pride ourselves on being an inclusive organisation that offers opportunities for people to realise their potential

A Message from the President

The Board and the administration of the South Australian Hockey Association Inc. are pleased to provide a renewed strategic plan for growth and development of the sport of hockey in our state.

Although the strategic plan provides strategic goals for all of us, the Association has the largest responsibility for development of state and national teams.

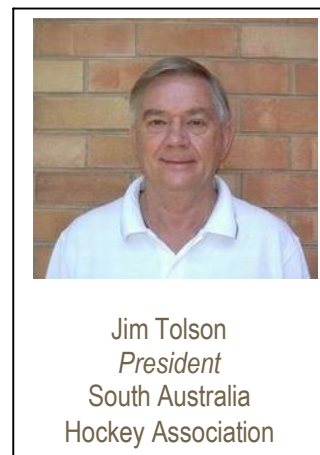
With this new plan, I am very pleased that we have completed most of the strategic plan developed in 2006, as part of the Governance and Finance Review by PKF, the unfinished elements, you will find again here. The 2006 strategic plan saw expansion by attracting new funds from external sources. The 2008 strategic plan does not include that bold assumption.

During the process of developing this plan in 2008, we have had extensive discussions with Hockey Australia (HA) regarding a link between their strategic plan and our operation plans. All the HA members have agreed to work with our parent body using a Memorandum of Understanding (MOU). Similarly we, in South Australia, have received state government advice, to use a Deed of Agreement (DOA) with each of our members. These devices (the MOU and DOA) will be the mechanism to ensure complete integration of the plan between the Association and our members.

The Board itself has undertaken many hours of training in Board Governance in 2008. We will be much more active in driving this strategic plan as a result. On behalf of the Board and the General Manager, I commit this strategic plan to you.

Yours in Hockey

Jim Tolson, President



Acknowledgements

The following people are acknowledged and thanked for their contribution to the development of this strategy:

Board of Directors

Jim Tolson	President
David Smith	Vice President
Nick Wagner	Finance Director
Wayne Harvey	Board Member
Greg Arthur	Board Member
Helen Stone	Board Member
Colin Shearing	Board Member
Tim Collin	Board Member
Lisa Ormenyessy	Board Member

Staff

Chris White	General Manager
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This strategy was prepared with assistance of:



207 The Parade
Norwood
South Australia 5067

admin@180sls.com.au
www.180sls.com.au
(08) 8431 6180

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Section One: Introduction

1.1 Hockey in South Australia

The South Australian Hockey Association was formed in 1903 as a result of Navy personnel introducing hockey into South Australia. Hockey was played predominantly by women, but men's competitions started at the turn of the century, and the association was formed to support these players. Forestville Hockey Club was formed in 1905 and is the oldest hockey club in both South Australia and Australia.

The South Australian competition has been running since 1901, and the South Parklands of Adelaide were used as the competition's first venue.

With the steady development of club facilities, the lack of an association headquarters was not a major concern to clubs, although from time to time the issue was raised during the 1960's, with the most notable efforts involving discussions with Enfield Council in the area now known as Regency Park.

In 2008 South Australia has synthetic pitches in Seacliff, Southern Parklands, West Beach, Port Adelaide, Woodville, and Golden Grove, with an international standard water-based synthetic at Gepps Cross, the home of the South Australian Hockey Association. In country areas synthetic pitches are located at Port Lincoln, Whyalla, Port Pirie, Berri and Mt Gambier. The clubs within the association have changed names and amalgamated over the years, and there are now 22 metropolitan clubs and 12 country associations around the state.

Metropolitan competitions are offered for Open senior men and women, veterans, metropolitan grass, as well as juniors from under 18 down to under 9 mixed whilst regional country associations also offer competitions for seniors and juniors for men and women depending on player numbers.

These domestic competitions are only part of South Australian hockey. Over the years South Australia has had teams in National competitions with juniors at under 13, 15, 18 and under 21 competitions. A solid base of top quality hockey is accessible to up and coming juniors, both male and female.

The National Championships take a second place to the Senior National Championships, now in the form of the Australian Hockey League (AHL). South Australia has had teams in the senior competition to play the other states since the early 1900's, and has seen success with various national championships over this period.

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From these National Titles, players have the opportunity to play against the best players in the country, with the National Selectors viewing the matches. From here players are selected to represent Australia in international competitions where players have the opportunity to play against the World's best in tournaments such as the Olympics, the World Cup, The Champions Trophy, Four Nation Tournaments and also take tours to countries that have elite teams.

South Australia has been well represented in international teams in the past and with the emphasis now being placed on development squads, talent identification and elite training squads established through the partnership between Hockey SA and the SA Sports Institute more opportunities will be offered for talented young hockey players the years to come.

Hockey SA represents all facets of hockey played on hockey pitches across the state and the future vision is that this Strategic Plan reflects the future direction of all levels and competitions of hockey in this state.

1.2 Current Structure

Hockey in South Australia today is a professionally run business with the backing of a core team of staff and the support of a strong Board of Directors who guide the governance of our sport.

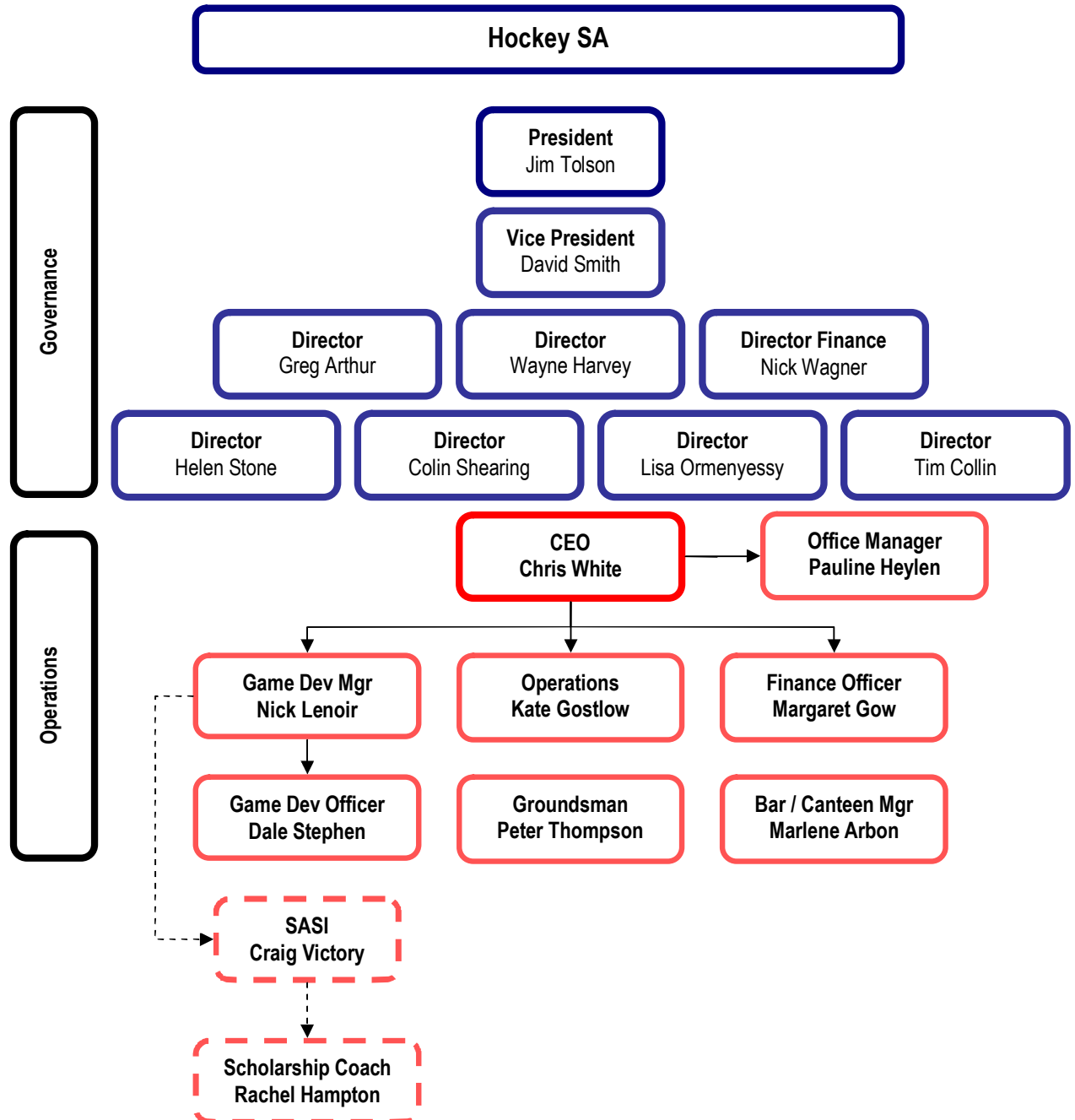


Figure 1: Hockey South Australia Structure

1.3 Strategic Relationships

Hockey Australia is the amalgamation of the Australian Hockey Association and Women's Hockey Australia and is a full member of the International Hockey Federation (FIH). It comprises membership of all eight states and territories. Each state association is comprised of regional associations, which in turn are made up of clubs. In some states, clubs affiliate directly with the state body.

Hockey Australia exists to provide Australians with the opportunity to play hockey from junior levels through elite competition, including the Olympic Games. It is responsible for delivering these benefits to Australian hockey players through its Member States and ensuring hockey in Australia achieves consistent success, a strong positive public profile and continuing player and spectator support at all levels.

Hockey SA – made up of metropolitan competition and country associations involving 22 metropolitan clubs and 12 country/regional associations including:

Hockey SA metropolitan clubs

- Adelaide
- Adelaide University
- Burnside
- Forestville
- Grange Royals
- Murray Bridge
- North East
- Port Adelaide
- Seacliff
- Woodville
- Adelaide Hills
- Annesley Old Scholars
- Blackwood
- Enfield
- Flinders University
- Prince Alfred Old Collegians
- Pulteney Old Scholars
- PGC/Seymour Old Collegians
- St Peters Old Collegians
- Stonyfell Saints
- University of South Australia
- Westminster
- Hockey SA Ex-players and Supporters' Club

Country Regional Associations

- Barossa Valley Hockey Association
- Clare & District Hockey Association
- Lower South East Hockey Association
- Murray Bridge Country Hockey Association
- Naracoorte Hockey Association
- Port Augusta Association
- Port Lincoln Hockey Association
- Port Pirie Hockey Association
- Riverland Hockey Association
- Tatiara Hockey Association
- The Whyalla Hockey Association
- Yorke Peninsula Hockey Association

The Hockey SA administration headquarters and home pitch are located at Gepps Cross and known as the Distinctive Homes Hockey Arena “The Pines”.

Throughout the metropolitan area there are 5 other Satellite Stadiums at Port Adelaide, Woodville, North East, Seacliff and Adelaide.

Hockey is also played at other locations on other synthetic pitches at 2 schools namely PAC and St Peters and numerous grass pitches.

In the country regional associations synthetic pitches can be found at Port Lincoln, Pt Pirie, Whyalla, Mt Gambier, Berri with numerous grass pitches in other country towns.

1.4 Challenges and Opportunities

A number of challenges face our sport and as an organisation we must be aware of environmental factors and in turn challenge the way we operate to ensure not only our survival, but the development and performance of our sport in a competitive leisure market. Our immediate opportunities are therefore seen as follows:

- As an organisation we need to **focus on hockey in South Australia** not Hockey South Australia.
- We need a **clear vision** for the sport and Hockey SA as the governing body.
- Given our resources and the challenges ahead, we need to identify and focus on our **core business areas**.
- To ensure our future viability we must focus on **growing the sport** in terms of numbers participating, success at national championships, profile and recognition in the marketplace and the community.
- The **country/metro competition** divide continues to be a challenge and as an organisation Hockey SA sees this as a priority area to address and effectively manage.
- Focus on establishing, building and then maintaining **relationships and partnerships** with hockey providers across the state.
- We need to show leadership in building more effective and sustainable **pathways** for player, coach and umpire **development**.
- Recruitment of new players involves more effective and targeted **marketing** strategies and actions.
- There is a need to focus on a more **equitable fee structure** across the state wide competitions.

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- Determining who we are; who we serve and who our **stakeholders** are.
- The development of **quality world class facilities** to enhance the performance and place of South Australian hockey on the national and international stage is a priority.
- The way we manage and **optimise use of the DHHA** is a critical factor in the success of hockey in South Australia.
- Servicing high cost **community facilities** is an obligation of all members of the hockey community.
- Our resources are stretched and the use and **development of volunteers** is crucial for our continued development and growth.
- The development and implementation of **protocols and procedures** for Hockey SA staff, committees and members will assist in ensuring we all strive toward the same goals.
- The development and **recruitment of quality staff** with high technological capabilities and recognition of financial systems and operations will assist the organisation in achieving our core business.
- Secondary **revenue/income generation** will assist the organisation to address the above opportunities and challenges such that our dreams and visions are not curtailed by financial restraints.
- The **effective use of staff and volunteer resources** as potential sources to generate this secondary revenue/income.

1.5 Summary

Hockey in SA has become a much healthier organisation when we consider our administration and governance and our financial status. When compared with past reviews we are in a more financially stable position.

We have:

- satisfied most of the PKF Review recommendations from the 2006 report
- revamped our metropolitan competitions,
- seen our elite program given a new direction and focus,
- addressed new governance processes to provide a more effective and accountable Board of Directors
- reviewed our staffing to ensure we meet the needs of our member associations.

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However, as an organisation we are still facing key issues that need to be addressed if we are to continue to grow and achieve our Mission. Staffing is the key to being able to more effectively offer the services and programs we desire to meet our objectives. To provide increased staffing, development programs and member services we need to significantly improve our financial situation. To do this we need to address the challenges of fees inequity as a possible means of increasing revenue generation.

We also need to be more active in sourcing and securing major sponsorships and we need to better market our product and services to the hockey community and the broader community. We recognise what we want but we also understand that unless we meet the above issues and challenges we will never achieve these expectations.

This Strategic Plan will provide a blueprint for the future and a direction that hockey in SA needs to head as well as providing the strategies for how the organisation of Hockey SA can show leadership in implementing these strategies. The challenge is for all those involved in some way in the hockey community to recognise their part in getting behind and supporting the implementation of this Strategic Plan.

Section Two: Our Future

2.1 Our Vision

In order for Hockey in South Australia to progress and develop, we must all share a common understanding, belief, and vision for our future.

As the hockey community in SA we are striving to be the best we can in our approach and administration of the game and the results we achieve. We also aim to make hockey the 'game for everyone' – a sport that is accessible and enjoyable.

Whilst this is the vision for hockey in SA the Board of Hockey SA is charged with the responsibility of delivering the vision and mission and achieving the goals of the Plan. As such the Board takes leadership of the Plan and will strive toward implementing it for the benefit of the sport and its stakeholders in South Australia.

2.2 Our Key Areas

In line with the purpose of the Board as the governing body for Hockey in South Australia combined with our desired future, are 8 Strategic areas in which we must focus our efforts to realise both our Mission and Vision. These are seen below and are expanded upon as follows:



Figure 2 Strategic Areas

- **Governance:** is the foundation of the association and includes all aspects and components required to run the business in a smooth transparent manner. Governance therefore includes:
 - **Organisational Structure:** including roles of the Board, staff (both paid and volunteer) and member organisations and the relationships with and between each
 - **Operational Systems:** policies and procedures including management of all internal systems to ensure the smooth operation of the organisation
 - **Finance:** sufficient fiscal resources required to deliver the organisation's key areas of focus and the equitable membership contribution
 - **Human Resources:** appropriate trained personnel to deliver and manage the organisation's programs and key areas of focus

- **Development:** considers all aspects of the organisations operations which are needed to promote and provide avenues for the growth and development of Hockey in South Australia. Development therefore includes:
 - **Clubs:** the development and support of effective community organisations which act as the grass roots foundation of the sport. This aspect of development therefore includes assistance with ongoing training and governance aspects of local hockey clubs
 - **Players, coaches, umpires:** the development and support of coaches, umpires and players through club visits, clinics, workshops, camps and on-line resourcing
 - **Volunteers:** the recruitment and development of volunteers within the Hockey fraternity
 - **Participation:** the promotion and development of initiatives in conjunction with local clubs to increase participation
 - **Pathways:** clearly defined pathways that assist the development of coaches, umpires and players
 - **Officials and Administrators:** the development and support of officials in all capacities to effectively promote, develop and administer all aspects of hockey in South Australia

- **Facilities:** includes infrastructure to cater for all aspects of the development focus area as well as venues that meet the high performance aspects of the sport.
Facilities therefore include:
 - **Knowledge:** of all infrastructure and assets associated with Hockey in the State
 - **Club facilities:** to promote the development of the sport in South Australia
 - **Venues:** identification and development of high performance venues including the Distinctive Homes Hockey Arena

- **Marketing and Communication:** comprises all aspects of operations which portray and promote the sport of Hockey as a family friendly activity open and accessible to the whole community. Marketing also includes communication and addresses:
 - **Image:** of Hockey SA through presentation of key personnel and marketing collateral
 - **Awareness:** of the sport, its activities and avenues of participation
 - **Partnerships:** with key organisations to promote and develop the sport and Hockey in South Australia
 - **Communication:** the systems and level of communication across the organisation with all stakeholders

- **Competition:** comprises all organised hockey matches from local juniors and seniors through to state level representation for both genders of all ages.
Competition therefore includes:
 - **Metro and Country:** to support the Associations that administer the various leagues and competitions
 - **Tournaments:-** to conduct high quality championships using paid and volunteer personnel to generate income and profile for the sport
 - **Mediation:** to act as an arbiter should conflict arise

- **High Performance:** alludes to the highest attainment possible of individual players and Hockey in South Australia and includes:
 - **Identified talented athletes**
 - **Pathways** to the highest level of participation

- **High level coaching**
- **Sports medicine and sports science support services**

- **Research:** is the component of operations that monitors and assesses best methods of overall organisational delivery and services and should be the premise on which all governance and operational decisions are made. Research therefore includes:
 - **Consultation:** with and between all stakeholders associated with Hockey in the State
 - **Environmental Scan:** an awareness of modern issues and trends which impact on the sport of Hockey and broader societal trends

- **Review:** whilst not a key area of focus per se, review is the aspect of the strategic priorities which will determine the success and realignment of priorities on an ongoing basis. This should therefore be included in the strategic and operational aspects of Hockey in South Australia.

Section Three: Our Priorities

3.1 Overview

Given that this plan is the strategic direction of our organisation and sport, it is crucial that a number of objectives and tasks are highlighted and agreed by the Board and stakeholders for us to progress and build upon what we already have. However, we also realise that other priorities will arise and therefore this plan must be flexible enough to be modified and adapted in line with emerging issues. This will be factored into the following priorities with regular reviews highlighted at strategic intervals.

3.2 Priority Objectives

Our identified key areas have resulted in the establishment of a number of objectives which have been prioritised as follows:

Priority 1: within the next 2 years.

Priority 2: within the next 3 years

Priority 3: within the next 5 years.

While Objectives will be targeted in line with their priority, it must also be acknowledged that some may be achieved earlier due to an opportune event that the organisation will capitalise upon in order to achieve its purpose and vision sooner rather than later.

Many of these objectives will have measurable outcomes which will be reflected in the individual business plans of the organisation and subsequently highlighted within the organisations annual report presented to the Board of Directors and associated stakeholders.

KEY AREA 1: - GOVERNANCE

To show leadership in the hockey community as a highly regarded and well managed sport with sound financial management systems and governed in accordance with the highest of standards

Priority 1 Objectives

- 1.1.1 Develop and maintain professional relationships and communications with key internal and external stakeholders
- 1.1.2 Develop sound and consistent policies and procedures for staff and volunteers and events
- 1.1.3 Establish and monitor quality office administrative systems for Board, administration and volunteers
- 1.1.4 Introduce improved reporting systems to ensure sound financial management to deliver the services
- 1.1.5 Identify specific focus areas, roles and terms of reference to enable Board of Management to provide oversight and guidance of hockey in the state
- 1.1.6 Develop agreed responsibilities, roles and standards for all Hockey SA committees
- 1.1.7 Conduct a review of the financial systems to resolve the issues between country and city fee structures

Priority 2 Objectives

- 1.2.1 Develop sound and consistent policies and procedures for member clubs and associations
- 1.2.2 Develop best practice protocols for the management of volunteers and volunteer committees
- 1.2.3 Investigate issues related to use of volunteers as “support staffing”
- 1.2.4 Facilitate better utilisation of volunteers as a revenue generation and potential to address current limitations on permanent staffing
- 1.2.5 Assist member associations and clubs in establishing high standards of club management and administration
- 1.2.6 Explore alternate sources of revenue to supplement the current sponsorship, grants and member fees and affiliations
- 1.2.7 Provide leadership in working with member clubs to align their strategic plans to the Hockey SA Strategic Plan

Priority 3 Objectives

- 1.3.1 Conduct a review of the current relationships between all parts of the hockey family
- 1.3.2 Implement relevant directives from the national body of Hockey Australia

KEY AREA 2: - DEVELOPMENT

Support the growth and development of hockey in South Australia by promoting and building lasting relationships and involvement for players, clubs, administrators and officials at local state and national level.

Priority 1 Objectives

- 2.1.1 Ensure appropriate training, participation and competition opportunities are available for participants (athletes, coaches and officials) of all abilities
- 2.1.2 Provide support coaching and mentoring services to members clubs and Associations throughout the state
- 2.1.3 Investigate opportunities for more regional development

Priority 2 Objectives

- 2.2.1 Develop appropriate pathways for participants to achieve at their highest level
- 2.2.2 Establish a coordinated approach to increasing the profile and participation rates of junior hockey players
- 2.2.3 Establish more significant partnerships with other hockey competition providers (e.g. school sports associations) to improve the quality of programs being offered
- 2.2.4 Develop strategies and programs to increase the recruitment of players to the game
- 2.2.5 Work with members clubs to grow and retain club membership and participation numbers at all age levels
- 2.2.6 Appoint a dedicated Development Officer role to work with member clubs in assisting them with club administration and development

Priority 3 Objectives

- 2.3.1 Increase staffing numbers involved in Development roles within the sport

KEY AREA 3: - FACILITIES

Develop and maintain quality playing and spectating facilities across the state and in turn secure government support and funding to expand the DHHA (Pines) facility to a multi-pitch international standard stadium

Priority 1 Objectives

- 3.1.1 Conduct a comprehensive state wide audit of hockey facilities and benchmarking exercise of interstate facilities with the view to developing a state-wide facilities plan that is consistent with other relevant state plans
- 3.1.2 Conduct a full scale audit of the "Pines" to determine its current and future maintenance needs
- 3.1.3 Develop a partnership with satellite stadiums and community hockey facilities to ensure the ongoing availability and viability of these facilities
- 3.1.4 Facilitate discussions and provide relevant information on securing pitches with any clubs looking to build their own synthetic pitch
- 3.1.5 Maintain high quality levels of maintenance, service and general operations for 'the Pines' facility

Priority 2 Objectives

- 3.2.1 Establish an International standard venue at the "Pines"
- 3.2.2 Secure appropriate levels of government funding to expand the "Pines" facility and achieve international hockey venue status
- 3.2.3 Assist local clubs/associations with venue expansion, upgrades and grant submissions
- 3.2.4 Identify opportunities for the establishment of new venues
- 3.2.5 Establish an Advisory committee to advise member clubs on setting up new facilities

KEY AREA 4: - MARKETING AND COMMUNICATION

Develop and implement a marketing plan that ensures effective communication and promotion of hockey with all key internal and external stakeholders of the sport

Priority 1 Objectives

- 4.1.1 Develop a marketing plan to better market and promote the sport and services on offer for current and potential members
- 4.1.2 Develop a communication strategy for Hockey SA that addresses all communications with stakeholders in terms of style, frequency and type of media
- 4.1.3 Develop a consistent brand usage for all promotion and marketing opportunities under Hockey SA
- 4.1.4 Develop and maximise sponsorship opportunities
- 4.1.5 Upgrade development and implementation of website and E-newsletter

Priority 2 Objectives

- 4.2.1 Explore strategies to ensure all member clubs/associations use the hockey net database and the competition management software
- 4.2.2 Facilitate professional management for any commercial partnerships that are established
- 4.2.3 Instigate a program to work with players, clubs, associations and sponsors to increase the promotion and media awareness of the sport
- 4.2.4 Establish regular forums with member clubs to provide opportunity for community consultation
- 4.2.5 Facilitate more opportunity for non-metro participation in discussion and debate re hockey matters

KEY AREA 5: - COMPETITION

Increase, improve and maintain participation and patronage for people of all ages and abilities through a range of competitions across the state

Priority 1 Objectives

- 5.1.1 Conduct state zone championships for elite players at Junior and senior level
- 5.1.2 Conduct state junior tournament/carnival for U13 age group
- 5.1.3 Review the identity, operations and strategic direction of Hockey Metro and the individual country competitions
- 5.1.4 Conduct other events (such as Awards night and AHL matches) to a high standard of presentation
- 5.1.5 Conduct national and international events

Priority 2 Objectives

- 5.2.1 Review the conduct and management of the Premier League competition to ensure a very high level of presentation, competitiveness and reach
- 5.2.2 Support regional associations and Hockey Metro to manage local competitions conducted throughout the state
- 5.2.3 Conduct an annual review of the metropolitan and country competition structures as part of an annual state-wide review of competitions
- 5.2.4 Investigate alternate “social” competitions to build on increased profile

KEY AREA 6: - HIGH PERFORMANCE

Support all participants state-wide to excel in their chosen role as a player, coach, or official by offering appropriate pathways from foundation to elite level.

Priority 1 Objectives

- 6.1.1 Conduct high quality programs to ensure appropriate athlete and talent identification processes are in place for developing talented athletes through SASI and Hockey SA
- 6.1.2 Establish processes and resources to ensure high levels of elite team performance and consistent top 4 placing for all state teams and representative teams competing in national championships
- 6.1.3 Conduct review of all junior development programs managed by Hockey SA throughout the state

KEY AREA 7: - RESEARCH

Constantly monitor and assess our organisational delivery and services to ensure effective governance and operational decisions are being made to grow the sport

Priority 1 Objectives

- 7.1.1 Conduct research into comparative data between current and projected population and likely usage of hockey facilities

Priority 2 Objectives

- 7.2.1 Assess current standards of club management against an agreed range of preferred management practices
- 7.2.2 Identify strategies to increase the patronage of Premier League and AHL matches

Priority 3 Objectives

- 7.3.1 Investigate the opportunities to use the sport of hockey to develop Sports/Business tourism