

Our 2032 Vision: Every Person in Australia is connected to Hockey

Our Ambition: To increase the opportunities for everyone in Australia to enjoy the game of Hockey anywhere, anytime

STRATEGIC PLAN 2023 -24

GROWTH	HEROES	SUSTAINABILITY	DIGITAL
OUR GOAL			
Create more opportunities to engage with Hockey year round	Celebrate our heroes and inspire through their stories	Continue to find efficiencies and generate a greater return on the investment of our human, financial and environmental resources	Use digital technology to drive efficiency and quality of user experience through increased engagement on our digital platforms
TO ACHIEVE THIS, HOCKEY ACROSS AUSTRALIA WILL:			
<ul style="list-style-type: none">a. Enhance existing and invest in growing formats of the game to support changing participation trends.b. Map our current national facility footprint to better define Hockey's 'playing field'.c. Create welcoming and inclusive environments across all levels of the sport.	<ul style="list-style-type: none">a. Deliver a Hockey High-Performance program that is, and continues to be, the benchmark internationally.b. Work with our key stakeholders to shine a light on the heroes in our Hockey community.c. Develop a clear storytelling strategy and narrative from elite through to grassroots.	<ul style="list-style-type: none">a. Complete an environmental sustainability review focused on lowering the impact on the environment from our sport through initiatives to address climate change.b. Continue to work to find efficiencies and generate a greater return on our human resources across Australian Hockey.c. Build financial sustainability and Increase revenue by streamlining existing initiatives and diversifying revenue streams.	<ul style="list-style-type: none">a. Commit to and commence building a digital future for Australian Hockey.b. Develop internal capability to support digital delivery.c. Use digital technology to improve the customer experience.
KEY ACTIONS			
<ul style="list-style-type: none">a. Enhance existing and Invest in growing formats of the game to support changing participation trends. We will:<ul style="list-style-type: none">1. Build a business case to support the rollout of Hockey 5's nationally.2. Develop and pilot alternate workforce models to address volunteering gaps.3. Enhance and strengthen HIN2H via:<ul style="list-style-type: none">- Term by Term programming- Nationally led campaign and narrative- Programs rebranded to HIN2H.b. Map our current national facility footprint to better define Hockey's 'playing field'. We will:<ul style="list-style-type: none">1. Complete a comprehensive national audit of current and prospective facilities.2. Aggregate facility plans to create an overarching National Facility Plan.c. Create welcoming and inclusive environments across all levels of the sport. We will:<ul style="list-style-type: none">1. Lead diversity and inclusion education and engagement across the sport to address barriers to entry.2. Enhance and Develop strategic partnerships and programs with targeted communities in key locations and priority communities.	<ul style="list-style-type: none">a. Deliver a Hockey High Performance program that is and continues to be the benchmark internationally. We will:<ul style="list-style-type: none">1. Ensure the Centre of Excellence boasts world-class facilities and infrastructure and provides an excellent environment for players and staff.2. Work with the public and private sectors to increase funding support for our elite teams.3. Work with the National Institutes Network and Member Associations to continually improve HP standards, diversity and align nationally through our pathway programs for Players and Coaches.b. Work with our key stakeholders to shine a light on the heroes in our Hockey community. We will:<ul style="list-style-type: none">1. Develop a national 'community heroes' program across Australian Hockey that rewards and recognises the grassroots of the sport , which in turn becomes a new asset to commercialise.2. Develop a yearly content creation schedule that is channel based and strategically targeted to each level of the sport.c. Develop a clear storytelling strategy and narrative from elite through to grassroots. We will:<ul style="list-style-type: none">1. Invest in building the brands of the Hockeyroos, Kookaburras and Hockey One League teams to continue to grow their status within the Australian sporting landscape.2. Develop a national campaign in the lead up to Paris 2024 to heroise our elite teams and players by connecting them directly with our core hockey community.3. Increase the viewership of Hockey at all levels.	<ul style="list-style-type: none">a. Complete an environmental sustainability review focused on lowering the impact on the environment from our sport through initiatives to address climate change. We will:<ul style="list-style-type: none">1. Develop a Strategy to understand and reduce the environmental impact of Australian hockey from a whole of business design perspective, including facility development, program and event delivery, and management, staff and participant actions.2. Understand the requirements and progress to align and sign the UN Sports for Action Framework.b. Continue to work to find efficiencies and generate a greater return on our human resources across Australian Hockey. We will:<ul style="list-style-type: none">1. Complete a comprehensive cost review across the Australian Hockey network and its suppliers.2. Provide shared service arrangements to efficiently manage Finance and HR operations across Australian Hockey.c. Build financial sustainability and Increase revenue by streamlining existing initiatives and diversifying revenue streams. We will:<ul style="list-style-type: none">1. Create nationally aligned and customer-centric membership models with a focus on year-round programming.2. Develop a whole of sport commercial framework that is more attractive to corporate Australia and mutually beneficial to Hockey across Australia.3. Re Launch The Hockey Australia Foundation with a singular focus on development of the national junior participation program Hookin2Hockey.	<ul style="list-style-type: none">a. Commit to and commence building a digital future for Australian Hockey. We will:<ul style="list-style-type: none">1. Create a national "Digital Steering Committee" to oversee the implementation and alignment of key initiatives.2. Update and simplify the 2018 digital strategy by identifying the key digital priorities for Australian Hockey for 2023-24.b. Develop internal capability to support digital delivery. We will:<ul style="list-style-type: none">1. Conduct a mapping exercise to determine Australian Hockey workforce capability available to deliver on the updated 2023-24 digital strategy.2. Audit platforms, technology solutions and partners to find efficiencies across our Australian Hockey digital ecosystem.c. Use digital technology to improve the customer experience. We will:<ul style="list-style-type: none">1. Further develop and continue to execute on current digital activities, initiatives and projects (in line with 2023-24 Digital Strategy and priorities).2. Conduct a systematic and ongoing review of all our digital touchpoints to identify gaps and areas for improved user experience.3. Build a content plan using customer data and analytics to drive growth, increase engagement and provide excellent user experience.

