

HOCKEY TASMANIA

Strategic Plan

2018-2021



PARTICIPATION

Goal: Develop, promote and implement programs to increase and retain hockey participants

Strategic Initiative	Priority Actions	Performance Measures
<ul style="list-style-type: none">• Increase in player participation• Increase in official participation• Continue to encourage a family friendly and inclusive environment within the hockey community• academy.• Annual pulse poll.	<ul style="list-style-type: none">• Develop junior participation strategy.• Concerted effort to maintain participation of school / university players.• Increase junior numbers in Launceston.• Continue and review coaching scholarship.• Continue and review umpiring academy.• Annual pulse poll.	<ul style="list-style-type: none">• 5% overall (made up of 4% junior and 1% senior) increase state-wide• 5% increase in number of active level 2 accredited coaches.• Minimum 2 Hockey Tas coaching scholarships offered each year.• One male and female umpire from Hockey Tas at each national tournament.• Target to be developed after the first poll to create a benchmark.

PROMOTION AND COMMUNICATION

Goal 1: To increase the visibility and attraction of hockey, and its facilities, to the Tasmanian community.

Strategic Initiative	Priority Actions	Performance Measures
<p>Promotion</p> <ul style="list-style-type: none"> • Increase awareness of and interest in hockey from the broader community. • Enhance appeal and value of hockey to current and potential sponsors. • Stronger relationships with the media and effective use of technology • Increased use of Hockey Tasmania facilities by the broader community 	<p>Promotion</p> <ul style="list-style-type: none"> • Communication strategy for Premier League. • Streaming of games across the state. Seniors and Juniors. • Target existing relationships. • Dedicated resource with refocused job description – media officer. • Maximise the benefits of calendared and special events, ensuring key messaging support for such events. 	<p>Promotion</p> <ul style="list-style-type: none"> • 10% increase in Website reads rates, social media statistics and media coverage. • 10% increase in registered members. • 10% increase in gate takings and season pass purchases. • 50% increase in sponsorship revenue. • Positive feedback from club's and members. • Increased media coverage across print, tv, social media. • Increased engagement of new media opportunities. • Pilot feeder-school's competition initiative during school hours. • Modified rules competition run in October-mid December. •
<p>Communication</p> <ul style="list-style-type: none"> • Increased and improved communication between the GM of Hockey Tasmania and all Hockey Tasmania stakeholders. • To better utilise our existing avenues of communication. • Annual Hockey Tasmania strategic meeting. 	<p>Communication</p> <ul style="list-style-type: none"> • Complete a comprehensive stakeholder analysis. • Design and integrate stakeholder databases to facilitate stakeholder reach. • Design a communication strategy, including key messaging, to reach all internal and external stakeholders, including media. • Extend and expand the potential of strategic President's meetings with Hockey Tasmania, and other members forums as appropriate. • Participation in and engagement with clubs through strategic meetings. 	<p>Communication</p> <ul style="list-style-type: none"> • Positive feedback from annual stakeholder surveys. • Positive feedback from annual stakeholder surveys. • Participation and buy in from 75% of clubs across the state.

INFRASTRUCTURE AND SERVICES

Goal 1: To provide high quality, safe facilities and services to participants and the community, for the benefit of hockey in Tasmania.

Strategic Initiative	Priority Actions	Performance Measures
<ul style="list-style-type: none">• Effective venue management at all Hockey Tasmania owned venues and at other venues used by Hockey Tasmania to ensure that venues are financially viable• A world-class playing facility in Hobart and other facilities of regional and national standard around Tasmania• High Quality facilities and services that meet the needs of all hockey participants and community users• Maximise opportunities to commercialise down periods of the facilities.	<ul style="list-style-type: none">• Develop an Asset Management to optimise returns for the benefit of hockey.• Develop a Promotional Plan to ensure maximum utilisation of all facilities.• Complete a Future Development Plan for Facilities.• Develop an Events Plan for facilities (Tasmanian Hockey Centre and Northern Hockey Centre).• Conduct Facilities and Services User Satisfaction Surveys• Work in partnership with the Tasmanian Government to attract and promote visitation opportunities• Develop an inspection process to ensure all areas of the facilities are of relevant standard and to highlight issues and opportunities.	<ul style="list-style-type: none">• Asset and Facility Management Plans developed and funded.• Usage rates of all grounds and facilities.• Data from national tournaments and special events (hockey specific and general).• Attendance numbers at Hockey Tasmania venues.• Future Development Plan finalised.• User satisfaction feedback.• Profitability of all Hockey Tasmania facilities.

GOVERNANCE AND FINANCIAL SUSTAINABILITY

Goal 1: To implement frameworks and systems to ensure hockey is fairly, efficiently and effectively governed.

Goal 2: To be financially sustainable and limit the impact of costs to members.

Strategic Initiative	Priority Actions	Performance Measures
<p>Governance</p> <ul style="list-style-type: none"> Clubs implement consistent and effective governance models Develop data sets to enable improved performance measurement and better informed decision making <p>Financial Sustainability</p> <ul style="list-style-type: none"> State-wide Club sustainability Hockey Tasmanian sustainability Diversified revenue streams to ensure the sustainability of Hockey Tasmania Implement a debt structure for the benefit of HT Establish and strengthen sustainable sponsorship and financial partnerships to secure new and diverse sources of revenue 	<p>Governance</p> <ul style="list-style-type: none"> Review Hockey Tasmania operational policies and procedures to enable consistent application by all Competitions. Identify reporting needs of key stakeholders. Develop systems and reports to delivery required reporting Develop forward estimates on operating and capital requirements <p>Financial Sustainability</p> <ul style="list-style-type: none"> Develop a compliance plan to review and provide feedback on the audited financial statements of clubs. Develop forward estimates on operating and capital requirements Identify new / alternative revenue stream opportunities Develop a debt reduction program Win Hockey Pro-League tender for games. 	<p>Governance</p> <ul style="list-style-type: none"> Number of Competitions consistently applying operational policies and procedure. Feedback from Competitions. Feedback from Clubs. Board member feedback. Feedback on Annual Financial Report. <p>Financial Sustainability</p> <ul style="list-style-type: none"> Number of audited financial statements reviewed. Feedback provided to clubs. Board member feedback. New revenue streams. Reduced debt. Hockey Pro-League games from February 2019.

DEVELOPMENT AND PATHWAYS

Goal: To produce and celebrate Tasmanian hockey representatives at regional, state, national and international levels (including teams, players, umpires, coaches, officials and volunteers) and provide clear visible pathways to achieving success at all levels.

Strategic Initiative	Priority Actions	Performance Measures
<ul style="list-style-type: none">• Improve quality of HT tier 2 coaching pool• Provide development opportunities and appointments to all suitable officials• Provide appropriate pathway opportunities for all hockey players and officials• Provide development opportunities for all players state-wide	<ul style="list-style-type: none">• Coach education (coach the coaches).• Continue coaching scholarship.• Continue umpiring academy• On-field umpire mentoring available to young umpires.• Accessible pathway plans for all athletes and officials on the HT website.• Continue and review JETS and JDP programs.• Bi-annual planning and review meeting between TIS, Hockey Tas and Hockey Tas Board members.	<ul style="list-style-type: none">• 60% of state teams placing in top 4 of national tournaments.• Minimum of 1 male and 1 female umpire and official nominated for every national championship.• Increased number of officials available for national and international tournaments.• 5% annual increase in number of athletes trialling for state teams.• 2 athletes from each age group selected in national squads.

VOLUNTEERS

Goal 1: To ensure we have pathways and opportunities for all volunteers and in doing so create the best possible outcomes for the Hockey Tasmania Community.

Strategic Initiative	Priority Actions	Performance Measures
<ul style="list-style-type: none">• Recruit and select the right person in the right role• Ensure 100% compliance to all legislative requirements and community expectations (Note: HT does not discriminate against any new or existing volunteer providing they meet all background checks)• Create, manage and maintain a volunteer register	<ul style="list-style-type: none">• Develop recruitment and selection process/ policy.• Develop position descriptions for all volunteer roles.• Develop communication process to ensure all EOI's are notified and status addressed.• Ensure all working with children checks/ registration are completed.• Ensure Police record checks are completed (if required).• Maintain up to date database of all Volunteer checks/ registrations ensuring they are all current.• Create a dedicated volunteer tab on the HT website.• Develop a resource library for volunteers, including PDs on all volunteer roles.• Develop an online registration process.• Develop an annual calendar of events and links to apply for these roles.	<ul style="list-style-type: none">• Transparency within the HT community regarding all successful volunteer appointments.• Positive feedback from HT community.• All expressions of interest are treated equally – create best practice.• Greater culture & numbers of volunteers.• All volunteer working with children checks/ registrations are current.• Demonstrates HT duty of care to its members – its best practice.• Greater funding opportunities (some funding requires background checks as a provision of the agreement).• Greater volunteer engagement.• Greater retention of volunteers.• Greater understanding and knowledge of the volunteering roles.

VOLUNTEERS

Goal 2: To create a spirited culture of volunteerism where we invest, develop and value all our volunteers.

Strategic Initiative	Priority Actions	Performance Measures
<ul style="list-style-type: none"> • Training and Development • Recognise our Volunteers 	<ul style="list-style-type: none"> • HT to develop training and development opportunities/ pathways for all volunteers/ roles. • HT to source funding options to ensure we continue to invest in this most valuable resource. • Create best practice management and coordination of our volunteer resource. • Develop a coordinated plan for Hockey Tasmania staff and volunteers to maximise the delivery of the Hockey • HT to ensure all worthy volunteers are recognised for their time and effort at the SHL awards night. • HT to nominate volunteers for any external recognition i.e. – Community Achievement Awards / Australia Day Awards. • HT has a clearly defined process for volunteers re HT life membership. Tasmania Strategic Plan. • Create partnership – Volunteering Tasmania. 	<ul style="list-style-type: none"> • Greater understanding and knowledge of the volunteering roles. • Volunteers progressing and developing through relevant pathways. • Grant funding opportunities. • Greater level of volunteer. cohesiveness state-wide. • Costs saved by use of volunteers. • Volunteers utilising library of VT resources. • Greater recognition of volunteers. • Greater promotion of our volunteering culture.