

HOCKEY WA

Strategic Plan 2021 - 2026

Developed May 2021

To ignite and foster a lifelong
passion for Hockey in our community





Contents

<u>Vision, Purpose and Values</u>	4
<u>Game Plan Overview</u>	6
<u>Super Plays</u>	8
<u>Set Plays</u>	
<u>Building for tomorrow</u>	12
<u>Sustaining success</u>	14
<u>Growing the game</u>	16
<u>Safeguarding the sport</u>	18
<u>Empowering excellence</u>	20
<u>Contact us</u>	22

Vision

Hockey for Life

Purpose

To ignite and foster a lifelong passion for hockey in our community

Values

Excellence

Go for gold – strive for excellence. Be the best you can be and aim high to deliver quality results every time.

Teamwork

Embrace the power of everyone. You have something unique and special to bring to the team.

Trust

Speak up positively. Have courage, be confident and stay positive. Focus on solutions, not problems.

Attitude

Have a 'can-do' attitude. Choose your attitude, create fun and let your personality shine.

Make a difference

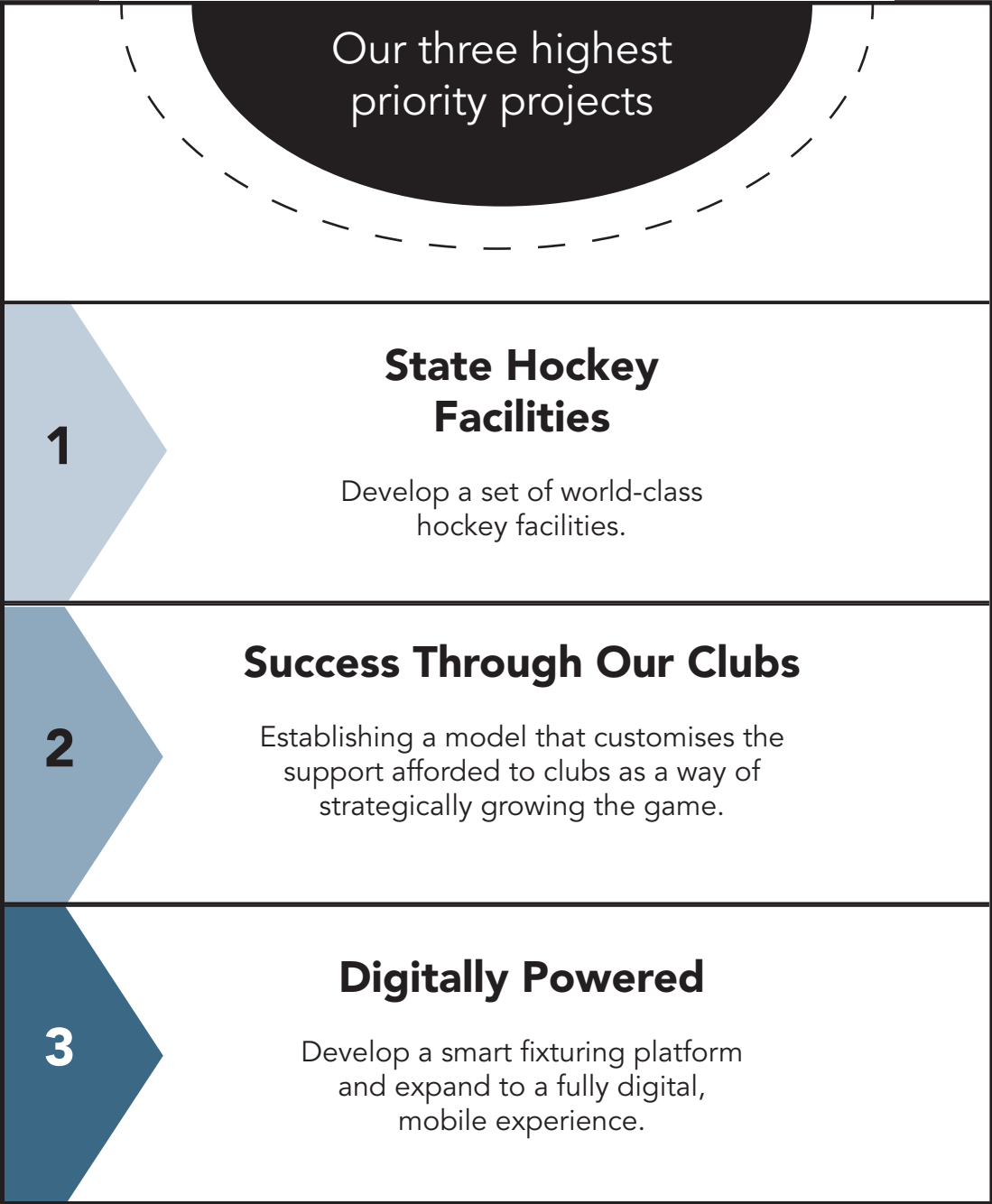
Make every moment matter. To make a real difference, provide meaningful and unforgettable experiences every chance you can.



Game Plan Overview

Our game plan represents **where we aim to play**. That is, the areas where we plan to put our effort, energy and investment over the next five years. We have three **Super Plays** - our highest priority projects, and five **Set Plays** - outlining our ongoing initiatives.

Super Plays



Set Plays

Five key areas of focus with ongoing initiatives

Building tomorrow

Delivering a five-star experience through engaged and motivated people and access to first class facilities.

Sustaining Success

Strengthen the financial sustainability of hockey, for all, so everyone benefits.

Growing the Game

Cultivating community through innovative programs that include everyone.

Safeguarding the Sport

A coordinated approach to strong risk management, safety and governance.

Empowering Excellence

Creating a generation of champions through development programs.

Super Plays in detail

Super Plays are our three highest priority projects

<div>1</div>	<div>State Hockey Facilities</div> <div>Develop a set of world-class hockey facilities that can accommodate the highest levels of international and national hockey and provide the best playing environment for our local competitions.</div>	<div>Initiatives</div> <div><div><div>A world-class facility.</div><div>A plan for WA to have a world-class hockey facility. Using existing assets at PHS or as part of a major new sporting complex. Hockey WA aims to build on our reputation as destination of choice for hockey.</div></div><div><div>Develop a visitor experience vision for the future facility.</div><div>We want to optimise the experience our players and visitors have at our premier hockey venue. To achieve this, we need to agree on a shared vision for what this visitor experience looks like and agree how we will fund this sustainably.</div></div><div><div>Uplift the quality of visitor experience at Perth Hockey Stadium.</div><div>As we embark on defining a future home for Hockey in WA, we need to continually focus on enhancing the experience players and visitors have when visiting PHS.</div></div></div>	<div>Key Results</div> <div><div><div>Agreed Vision.</div><div>From 2021, Hockey WA and the State Government has an agreed concept plan for a state hockey facility.</div></div><div><div>Retaining National Program.</div><div>Provide a world-class service and facility in order to retain the national hockey program in 2024.</div></div><div><div>Internationally Renowned.</div><div>An international quality venue that has the capacity to attract a minimum of three international fixtures annually, starting from 2025.</div></div><div><div>Complete Upgrade.</div><div>Complete upgrade of Perth Hockey Stadium by end of 2021.</div></div></div>
<div>2</div>	<div>Success Through Our Clubs</div> <div>Establishing a model that customises the support afforded to clubs as a way of strategically growing the game. Hockey WA supporting Clubs at all levels, Clubs supporting Clubs to grow.</div>	<div>Initiatives</div> <div><div><div>A strong and sustainable member engagement strategy.</div><div>To establish a model which builds capacity, retains and increases revenues and greater breadth to reach across the WA community.</div></div></div>	<div>Key Results</div> <div><div><div>Mentor mates.</div><div>Launch a system whereby established clubs provide mentorship to up-and-coming ones by 2022.</div></div><div><div>Club Growth.</div><div>Reach 10 clubs with ~1,000 members by 2025.</div></div><div><div>Value + Affordability.</div><div>Build financial model to deliver Success Through Our Clubs initiative and improve the affordability of hockey for our members.</div></div><div><div>Retention.</div><div>Decrease the churn rate on average across age groups by 5% YOY.</div></div></div>
<div>3</div>	<div>Digitally Powered</div> <div>Partnering with technology providers to develop a smart fixturing platform that delivers timeliness and accuracy to all stakeholders, and optimal scheduling of venues. Expanding to a fully digital, mobile experience.</div>	<div>Initiatives</div> <div><div><div>Employ/create an application that assists with scheduling.</div><div>Utilise software that enhances the experience of the user in terms of fixture creation, result entry and match reporting. Early fixturing requires collaboration and support from Clubs.</div></div><div><div>Engage with facilities to enhance usage.</div><div>Collaborate with venues to maximise usage to support venue sustainability.</div></div></div>	<div>Key Results</div> <div><div><div>Timely Fixtures.</div><div>Premier League fixtures confirmed by November of the same season starting 2022.</div></div><div><div>Club Digital Platform.</div><div>Club-centric digital platform launched by 2024.</div></div><div><div>Mobile Self Serve.</div><div>Full digital platform launched by 2024.</div></div><div><div>Automated Fixturing.</div><div>Implement automated fixturing by 2023 season.</div></div></div>

Set Plays in detail

Five key areas of focus with ongoing initiatives

Building tomorrow	Sustaining Success	Growing the Game	Safeguarding the Sport	Empowering Excellence
Delivering a five-star experience through engaged and motivated people and access to first class facilities.	Strengthen the financial sustainability of hockey, for all, so everyone benefits.	Cultivating community through innovative programs that include everyone.	A coordinated approach to strong risk management, safety and governance.	Creating a generation of champions through development programs.
1.1 Embed Bring Your A-Game	2.1 Partnerships	3.1 Competition Structure	4.1 Good Club Governance	5.1 Winning at the Highest Level
1.2 Strategic Facilities Plan	2.2 Community Collaboration	3.2 Socially Responsible	4.2 Health, Safety & Wellbeing	5.2 Maximising Potential
	2.3 Presence	3.3 Targeted Growth	4.3 Environmental & Social Strategy	5.3 Beyond Our Borders
			4.4 Protecting our Organisation	



Delivering a five-star experience through engaged and motivated people and access to first-class facilities.

Great people and great facilities make for a great experience!

Whether our members are elite athletes or playing socially, we know they share a clear preference for playing at high-quality venues and dealing with professional and engaged people. To meet this demand, we need a plan that engages our people and guides facility development to strategically significant locations. We seek to develop new facilities in key locations, while also maintaining the sustainability of clubs who have invested heavily in infrastructure and who support an overall top-tier experience for players and spectators alike.

We have a clear ambition to become the destination of choice for national and international matches and events. We want to be known as the-place-to-go because of our world-class hockey facilities and the support we provide to national and international fixtures.

A state-of-the-art indoor hockey facility as a supporting venue at Perth Hockey Stadium, is a high priority to elevate the profile of indoor hockey as a complementary off-season sport.

Beyond these capstone projects we also seek to ensure all hockey venues are maintained to a minimum standard: everyone deserves a great game.

1.1 Embed “Bring Your A-Game”

Create a one-team working culture where everyone (including staff + volunteers) at Hockey WA, brings their A-Game to work every day. They understand the organisational strategy, they live and breathe our values and they know how to do their jobs really well.

Initiatives

Embed strategy, values and behaviours.

Ensure the HWA strategy, values and behaviours are embedded and understood across the business.

Single source of truth communication.

Introduce an internal ‘single source of truth’ (intranet) that is aligned to all other communication and reinforces HWA information clearly, consistently and regularly to keep HWA staff informed, engaged and focused on the strategy and goals.

Collaborative office culture environment.

Encourage a collaborative team culture in an environment that reinforces the values and culture, supports work life balance and flexible working arrangements.

Recognise and reward outstanding effort.

Create a reward and recognition program that embodies the HWA culture. Identify specific behaviours and results aligned to HWA’s goals and values. Recognises and rewards behaviours regularly and openly in ways that are meaningful to each individual (People Glue).

Key results

Know the way.

100% of employees use their Playbooks and update every quarter to capture how they contribute to HWA’s success.

Reward & Recognition.

Deliver a quarterly R&R program.

Engaged people.

Quarterly pulse staff surveys to measure the culture, achieve >80% employee satisfaction.

1.2 Strategic Facilities Plan

A key planning tool that is validated by research and provides guidance regarding future infrastructure, is most needed. Ensuring that existing infrastructure is maintained at the high standards expected by Hockey WA stakeholders.

Initiatives

Develop a vision for Hockey facilities in WA.

From 2022, endorse a plan for sustainable hockey facilities in WA, with a state hockey facility as its hub and being the home for Hockey WA.

Minimum Standards for Facilities.

A guide to ensure that facilities across the state meet minimum standards for both compliance and visitor experience.

Work with local councils to develop sustainable hockey venues in areas of significant growth.

Identify 15 local government authorities annually based on participation in hockey and work directly with them to ensure the sustainability of hockey venues.

More Local Indoor Venues.

Increased access to local venues where indoor hockey can grow and develop as a genuine out of season option.

Key results

Publicised Plan.

From 2022, Hockey WA has an agreed, published plan for developing sustainable hockey facilities across the state and has buy-in from key stakeholders.

Facility Use Optimisation.

By 2022, creating the appropriate metrics for sustainability of all facilities.

Indoor Facilities.

Identify and secure 4 state-based indoor facilities by 2023.

Facilities Satisfaction.

Member satisfaction of facilities achieves >80% by 2023.

Strengthening the financial sustainability of hockey, for all, so everyone benefits.

We aim to strengthen the financial sustainability for everyone in hockey in Western Australia.

Success in this area involves growing and diversifying our revenue streams so that we can drive the cost to members down.

Key to this is the establishment of long-term partnerships with government and commercial sponsors.

To achieve this, we plan to hone our value proposition and communications. We will also look to Asia to grow the game and consequently our international revenue.

In continuing to support our vast network of Clubs and their viability, we seek to create a Servicing Model that considers Clubs’ individual needs and tailor membership accordingly.

2.1 Partnerships

Establishing long-term partnerships with government and commercial sponsors that support the sport.

Initiatives

Consistently and proactively pitch Hockey WA to prospective Partners.
In order to grow the pipeline of strategic partners for Hockey WA, we will focus on fostering strategic relationships that enhance the sustainability of Hockey One in WA and increase the visibility of hockey in the state more generally.

Develop key Government relationships.
Key to securing funding for the future home of hockey in WA will be building close government relationships and support. These relationships will also prove important as we aim to secure a more sustainable funding model for delivering hockey in the future.

Key results

Increase crowds.
Increase of 20% for key HWA events from 2022.

Corporate Sponsorship.
Achieve \$100K annual growth from 2022.

Government Support.
Maximise Government funding support by 2026.

2.2 Community Collaboration

Seeking to strike joint venture relationships with suitable partners, particularly those that enable us to access grant funding.

Initiatives

Identify and partner with community focused organisations.
Hockey WA will actively seek to partner with organisations that share the same community focus that we do where we can collaborate to benefit our members.

Develop a Hockey WA Foundation.
Establish a charitable arm of Hockey WA that enables greater participation in Western Australia and is a structure through which to enable charitable gifting, bequests and endowments.

Key results

Profile Partners.
Link with at least one (1) major community partner per annum.

Secure Foundation.
Launch Hockey WA charitable arm to HWA community by mid-2022.

2.3 Presence

Improving and increasing Hockey WA’s market presence and brand recognition in Western Australia.

Initiatives

Growing the brand.
Increasing and improving the brand presence across owned, earned and paid media channels, and generating storylines and media angles that positively boost the perception of the sport and the players.

Key results

Engaging audiences.
Capturing 10% YOY increases in both owned and earned media exposure.

Building Brand Equity.
Improve the ‘brand score’ of HWA by 5% YOY.

Creating heroes.
Identify and showcase Perth Thundersticks players across the community by 2023.

Growing the Game

Cultivating community through innovative programs that include everyone.

Growing our game requires us to innovate.

This starts with our competition structure; we aim to review the structure of competitions at all levels to boost satisfaction and participation.

We will take a member-centric approach to these changes, addressing known opportunities/areas for improvement.

This transformation will be enabled by a smart fixturing platform that takes the administrative burden out of fixturing thousands of matches.

We pride ourselves on hockey being an equitable and inclusive sport. We will build on this progress by expanding participation in diverse communities through targeted initiatives.

To grow the game across the board, we plan to target key areas with expected population growth.

3.1 Competition Structure

Taking a member-centric approach to innovating our competition structure at all levels to ensure that our members are satisfied with the experience. For example, considering a hub-and-spoke club structure.

Initiatives

Deliver a competition framework and schedule that maximises the potential for all players and volunteers. We commit to reviewing and delivering a reworked competition structure that enables all participants to play a good standard of hockey at whatever level they play. Product development initiatives focused on member feedback.

Implement a framework to ensure fair and transparent grading across all competitions. In order to ensure that our competitions remain fair, we will introduce a revised approach to grading that embraces the principle of transparency.

Key results

Review League Structure.
Review changes to 1 competition league structure annually.

Improve Club Diversity.
50% increase in new club representation at the top level.

Implement League Structure.
Deliver new structure within 2 years of review.

Equal Competition Structure.
Less than 10% of games with score differential of greater than 4 goals.

3.2 Socially Responsible

Building on our progress to ensure the experience of playing hockey is inclusive and welcoming for all. Targeted programs to increase participation in diverse communities.

Initiatives

Support clubs to promote hockey in their communities, including the inclusive gender and age profile of hockey. Train community on enhancing the delivery of inclusive environments and programs.

Diversify hockey so that the game reflects all cultures, backgrounds and abilities, reflecting the diversity of the Western Australian population. Implement targeted diversity and inclusive hockey programs with a focus on in-schools and areas of high cultural and socio-economic diversity.

Key results

Reconciliation Action Plan.
RAP development, commencing 2022.

Annual All-Abilities Event.
Launch and run an annual all-abilities event starting 2023.

Pride in Sport.
Achieve Bronze with Pride in Sport Index in 2023.

3.3 Targeted Growth

A plan to implement and develop hockey in strategic areas including where population growth is projected.

Initiatives

Streamline the CRM process at all levels of competition. Simplify the usage for the satisfaction of all.

Focus on driving school hockey participation. Improve our relationship with schools, teachers and school associations. Support Clubs to deliver more hockey in schools.

Support clubs to build workforce capacity through development frameworks. Establish resources and opportunities to support grassroots, aspirant and high performing officials and volunteers.

Key results

Member Satisfaction.
Survey member satisfaction by 2022.

Metro + Regional Club – Schools Partnership.
Engage 750 schools by 2025 through our clubs.

Grow the Member Base.
Increase the member base to 30,000 by 2026.

Safeguarding our Sport

A coordinated approach to strong risk management, safety and governance.

Good governance matters.

We're committed to making sure that hockey is governed appropriately across the state to create a safe, inclusive environment for all.

This starts with a guide to good governance and extends to all our clubs. Clubs will be incentivised to follow this guide and implement initiatives to strengthen the health, safety and wellbeing of all.

Centrally at Hockey WA we will consider our environmental, social, and corporate governance impact and plan our future strategy in this area. The development of a comprehensive framework that covers key policies and procedures, emergency management and a risk register will equip the organisation to appropriately manage risks.

After all, the community reputation of hockey drives our success across the board.

4.1 Good Club Governance

A guide to governance that extends to all clubs, supporting them to establish good governance within their own entities.

Initiatives

New best practice governance framework for new and existing clubs. Support new and developing clubs by employing best practice frameworks from larger clubs to enhance the standard of governance across all Hockey Environments.

Policy and Procedures. In collaboration with Hockey Australia, establish a suite of policies and procedures as required by Hockey at an international, national, state and local level.

Key results

Mentor mates. Launch a system whereby established clubs provide governance mentorship to up-and-coming clubs by 2022.

Governance Education. Co-design with Hockey Australia a club governance framework and commence implementation by 2023.

National Policies. Clubs to implement approved HWA policies by 2022.

4.2 Health, Safety and Wellbeing

To incentivise our members to follow governance and safety standards, guidelines will encourage their participation in a range of needed initiatives across health, safety and wellbeing.

Initiatives

Safety at all Costs. Lead by example by having an organisational commitment to safety and wellbeing at all hockey venues.

Satisfied Community. Actively improving the health, safety and wellbeing of our community members.

Key results

Emergency Management Plans. All Hockey WA venues have emergency management plans that are reviewed annually by 2022.

Member Awareness. In 2023, conduct a survey relating to members' awareness of health, safety and wellbeing obligations.

Deliver New Initiatives. From 2022, deliver two new initiatives around health, safety and wellbeing per annum.

Adopting the Strategic Facilities Plan. All venues to adhere to the recommendations of the Strategic Facilities Plan by 2022.

4.3 Environmental and Social Strategy

A central strategy to cover our environmental, social and corporate governance. The diversity and independence of our Board will comprise part of this plan.

Initiatives

Reduced Water Usage. Hockey WA will engage with FIH, manufacturers, Local Government and venue operators to transition to environmentally-friendly surfaces for hockey.

Lower Power Usage. A clear transition plan to install LED lighting at all WA hockey venues.

Paperless Sport. Hockey WA will actively embrace initiatives that reduce the organisation's reliance on paper.

Key results

New Turf. Three new or replacement environmentally-friendly turf surfaces will be installed by 2025.

Paper Reduction. The organisation move to become paperless by 2026.

New Lighting. Hockey WA facilitates all new and replacement lighting projects to switch to LED from 2022.

4.4 Protecting Our Organisation

Proactively managing the reputation of hockey and minimising risks through the development and implementation of a comprehensive risk management framework.

Initiatives

Review. We will critically review our policies, procedures, frameworks and plans around risk management, child safety, governance and emergency management to ensure the safety of our players, spectators, employees and volunteers.

Risk Education. Hockey WA will share and educate clubs regarding matters pertaining to its risk framework.

Board Evaluation. Board conducts independent annual evaluation process and continually assesses required skills using a Board skills matrix.

Key results

National Policies. HWA to adopt all National Policy and circulate to clubs. Risk and Governance committee to review all policies annually.

Skills Review. Every two years the Board undertakes and adopts an independent skills review.

Risk and Governance Framework Hockey WA provide an update to all clubs annually regarding the risk framework by 2022.

Empowering Excellence

Creating a generation of champions through attractive development programs.

Western Australia is the home of hockey in Australia and we aspire for it to be the centre of excellence for hockey in Australasia.

To continue building the next generation of hockey champions, we plan to reinvigorate our approach to talent development.

This begins by developing best practice programs for players, officials and coaches. A specific satellite-based academy model servicing regional and metro centres will help identify and develop talent across our state.

Further, our talent development strategy can be elevated through fostering existing and developing new partnerships with Hockey Australia, WAIS and the National Training Centre.

We also aim to build performance across Asia, developing talent to elevate the game in this key market.

5.1 Winning at the Highest Level

Reinvigorate the structure and scale of our development programs for players, officials and coaches. Consider regional academies approach.

Initiatives

Build and deliver a world class elite player program to develop our players and support their elite needs. Develop Perth + Regional Centres to be an incubator for extraordinary hockey talent, both emerging locally and attracting players from around the world.

Identify, build and deliver a world class education program for coaches, officials and volunteers to support their development needs. Grow the pool of talented and emerging coaches, officials, coaching staff and volunteers located here in WA, and attract and retain coaching talent from around the world.

Key results

Hockey One.
Both teams to make finals in 2022 and beyond.

National Championships.
WA teams from U/15 and above to make finals in 2023 and beyond.

Coach n Play.
Deliver the Coach n Play platform to all stakeholders and achieve member usage of 20% by June 2022.

5.2 Maximising Potential

Build relationships with strategic partners like Hockey Australia, WAIS and National Training Centres to elevate the potential of elite athletes.

Initiatives

Foster healthy relationships with our elite athlete partners. We will work to craft healthy relationships with Hockey Australia and both the Australian and Western Australian Institutes of Sport (AIS & WAIS) in our mission to become an elite player incubator and destination of choice.

Attract and retain the best coaches for Hockey One and our elite programs. Part of raising the standard of Hockey ONE in WA and our initiative to develop a world class education program for coaches is attracting coaches to come to Perth and coach in our Hockey ONE competition.

Key results

Player Proportion.
Produce WA HAHPP player representation proportion greater than per capita by 2023 and double by 2025.

WAIS.
Ensure Hockey is maintained as a preferred sport of WAIS.

Coaches.
Continue to attract and retain Internationally renowned coaches for our Hockey ONE and U/21 teams.

Excellence.
Develop elite coaches who are Nationally rated at Level 3 standard to drive our performance programs.

5.3 Beyond our Borders

Tap into the Asia opportunity and develop the performance pipeline in this key market.

Initiatives

New Market Opportunities.
Engage with Asian Nations, leveraging HWA's assets to produce alternate revenue streams and bring the best of Asian hockey to Perth and WA.

Preferred Partner. Build Hockey WA's reputation as the preferred partner for coaching and officiating.

Home of Hockey. Maintain Perth as the Centre of Excellence for Hockey in Australasia.

Choice of destination. Be the location of choice for Asian Hockey Teams looking to improve their performance through training camps and International competition.

Key results

East Java.
Successfully deliver contract to East Java.

Services to Singapore.
Deliver coaching and officiating services to Singapore by 2022.

Expanded FHE Cup.
Deliver the FHE Cup tournament with expanded Asian participation by 2023.

New Country Agreements.
Identify and successfully engage a new market by 2022.



Contact us

For general enquiries email
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To email our staff specifically, visit our
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www.hockeywa.org.au

Deloitte.

With thanks to Deloitte

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