



Naracoorte & District

Hockey Association

**Strategic Action Plan
2017-2019**

Updated
November 2016

Naracoorte & District Hockey Association Strategic Action Plan

BRIEF HISTORY

The Naracoorte and District Hockey Association was born in 1981 when the women's and men's associations combined. Prior to this, women began playing hockey in Naracoorte in the late 1950s and men followed in the 1960s. There are currently 5 affiliated clubs and season 2016 saw approximately 230 players take the field. Hockey in the Naracoorte district is played in Naracoorte, Furner and in Edenhope.

NARACOORTE & DISTRICT HOCKEY ASSOCIATION INCORPORATED

MISSION

"To promote and encourage hockey within the local community in order to consistently provide opportunities for juniors and seniors at local, regional and state levels in a friendly and safe environment."

VISION

"To provide facilities and opportunities of equal standard to that of Metro clubs, that will result in increased participation and retention of members and a very high standard of skill in all areas including playing, coaching, officiating and administration."

CORE VALUES

- Transparent communication
- Accountability
- Professionalism
- Excellence

INFRASTRUCTURE

| | |
|--|--|
| Executive Board Members | President, Vice President, Secretary, Treasurer and three other elected members (total of 7). |
| Titles of Committee positions other than executive members | Umpiring Coordinator, Junior Coordinator and committee (5), Registrar, Publicity Officer, Fundraising committee (5), Web/I.T. Administrator |
| Communication to members | Website, emails, notice board in clubrooms, access to meeting minutes (hard copy and online), Teamer event organiser & communication app, Facebook group |

FACILITIES

| Venues | Naracoorte | Furner | Edenhope |
|-------------------|---|---|---|
| Fields and Type | 3 grass | 2 grass | 1 sand based artificial |
| Other Facilities | Clubroom, canteen/bar, change rooms/toilets, lighting suitable for night games on field 1, storage shed, playground | Clubroom, canteen/bar, toilets | Canteen, toilets, lighting suitable for night games, playground |
| Recent upgrades | Building of new clubrooms | Verandah/BBQ area | |
| Issues/Priorities | <ul style="list-style-type: none"> • Installation of artificial surface • Upgrade of change rooms/toilets • Safety fencing | Shelter in bad weather, number of toilets available | Second field |

Naracoorte & District Hockey Association Strategic Action Plan

STRENGTHS

- Strong financial base
- Enthusiastic and capable committee
- Help from local government
- Good facilities
- Central location for South East area
- Growing member numbers
- Game day atmosphere
- Accredited Star Club

OPPORTUNITIES

- Sponsorship
- Junior Recruitment and Development - JDP
- Night games – stay & play meal nights – social/fundraising
- Artificial playing surface – zone games including trials/trainings, state games, tournaments, increase in membership
- Facilities upgrade – change rooms/toilets
- Government Grants – local, state, federal
- Fundraising – catering events/hiring of facilities
- Volunteers

WEAKNESSES

- Age of facilities (toilets/changerooms)
- Lack of artificial turf
- Lack of willing volunteers
- Umpiring – number and willingness of members
- Fundraising – including sponsorship

THREATS

- Sponsorship
- Clubs and members exiting association
- Work commitments of members
- Juniors leaving due to lack of modern facilities
- Other sports
- Grant funding
- Travel
- Lack of willing volunteers

PRIORITY AREAS FOR NARACOORTE & DISTRICT HOCKEY ASSOCIATION

1. Upgrading of Facilities – artificial playing surface, toilets/change rooms
2. Continuing to update and implement appropriate policies and procedures
3. Continued Development – players, coaches, umpires, administrators
4. Financial Management and planning (sponsorship/fundraising, budgeting, grant applications)

PLANNING PRIORITIES

1. Installation of artificial playing surface and upgrading of toilets/change rooms
2. Star Club – utilise resources for policies & procedures and training opportunities
3. Player recruitment, development and retention
4. Umpire recruitment, development (including assessment) and retention
5. Improve fundraising efforts and increase sponsorship and success in grant applications
6. Implement an effective budgeting system and dissemination of information to all members

Naracoorte & District Hockey Association Strategic Action Plan

| Our priority areas for action planning | We'd like to achieve in year 1 – End of 2017 | We'd like to achieve in year 2 – End of 2018 | We'd like to achieve in year 3 – End of 2019 |
|--|---|---|---|
| 1. Installation of artificial playing surface and clubrooms, upgrading of toilets & change rooms | <ul style="list-style-type: none"> • <i>Artificial Playing Surface – stage 1</i> <ul style="list-style-type: none"> ○ Establish working group to investigate all areas of installing synthetic surface. ○ Collate all previous grant & planning information & keep information up to date ○ Work with Sports Centre and local council to target potential grant opportunities ○ Apply for grants to help fund turf construction with a view to have stage 1 construction underway ASAP • <i>New club rooms</i> <ul style="list-style-type: none"> ○ Construction completed for new club rooms and renovations of current toilets. | <ul style="list-style-type: none"> • <i>Artificial Playing Surface stage 1 & 2</i> <ul style="list-style-type: none"> ○ Continue to update all grant & planning information, seeking feedback from any unsuccessful applications. ○ Start to plan for stage 2 of a multisport complex incorporating athletics, tennis and hockey on a synthetic surface on fields 2 & 3 • <i>Upgrade of toilets/change rooms</i> <ul style="list-style-type: none"> ○ Investigate costs and requirements for upgrading toilets with extended change rooms including unisex disabled toilet ○ Have designs drawn up and costed | <ul style="list-style-type: none"> • <i>Artificial Playing Surface – stage 2</i> <ul style="list-style-type: none"> ○ Investigate funding opportunities for a multisport synthetic surface, keep quotes up to date • <i>Upgrade of toilets/change rooms</i> <ul style="list-style-type: none"> ○ Build new toilets/change rooms |
| 2. Star Club – accreditation and utilise resources for policies & procedures | <ul style="list-style-type: none"> • <i>Star Club</i> <ul style="list-style-type: none"> ○ Complete Star Club checklist and become an accredited Star Club | <ul style="list-style-type: none"> • <i>Star Club</i> <ul style="list-style-type: none"> ○ Maintain Star Club requirements – review & update of policies/procedures annually | <ul style="list-style-type: none"> • <i>Star Club</i> <ul style="list-style-type: none"> ○ Maintain Star Club requirements – review & update of policies annually |
| 3. Player recruitment, development and retention | <ul style="list-style-type: none"> • <i>Junior and Senior Recruitment & Retention</i> <ul style="list-style-type: none"> ○ Reassess and build on Hook in2 Hockey and U9/U10 program ○ Retain “Come & Try” Day to begin each season (ongoing) ○ Get school programs running at all local schools – Investigate Hockey SA proposed school program ○ Investigate Sporting Schools program ○ Investigate possibility of B grade or Masters competitions ○ Reinvigorate Summer Hockey comp • <i>Junior Development (ongoing)</i> <ul style="list-style-type: none"> ○ Wider and clearer provision of information to all juniors/parents to increase player participation at higher level competitions ○ Increase NDHA representation at Zone trials (U15 & U18) and at U13 State Championships by establishing strong player pathways. | <ul style="list-style-type: none"> • <i>Junior and Senior Recruitment and Retention</i> <ul style="list-style-type: none"> ○ Reinforce and build on Hook in2 Hockey U9/U10 program ○ Provide local Sporting Schools with hockey program/coaches ○ Increase senior numbers by establishing a B grade or Masters competition – modified field size and team numbers, etc. ○ Establishing and entering association representative teams in weekly competition as part of player pathways to elite levels. | |

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| Our priority areas for action planning | We'd like to achieve in year 1 – End of 2017 | We'd like to achieve in year 2 – End of 2018 | We'd like to achieve in year 3 – End of 2019 |
|--|---|--|--|
| 4. Umpire recruitment, development (including assessment), and retention | <ul style="list-style-type: none"> • <i>Umpiring Development</i> <ul style="list-style-type: none"> ○ Provide more opportunities for members to attend training and accreditation sessions (ongoing) ○ Implement a system for educating all playing members on current FIH rules • <i>Umpiring Recruitment & Retention</i> <ul style="list-style-type: none"> ○ Implement Umpire Passport program & recognition and rewards system | <ul style="list-style-type: none"> • <i>Umpiring Development</i> <ul style="list-style-type: none"> ○ Implement a panel of umpires of Level 1 accreditation (or NDHA equivalent) with the aim to have a minimum of 2 members per club • <i>Umpiring Recruitment & Retention</i> <ul style="list-style-type: none"> ○ Reassess program and fine-tune for greatest success | <ul style="list-style-type: none"> • <i>Umpiring Development</i> <ul style="list-style-type: none"> ○ Increase number of Level 1 accredited umpires on panel and per club • <i>Umpiring Recruitment & Retention</i> <ul style="list-style-type: none"> ○ Have an established and successful Umpire Passport training program |
| 5. Improve fundraising efforts and increase sponsorship and success in grant applications | <ul style="list-style-type: none"> • <i>Sponsorship (ongoing)</i> <ul style="list-style-type: none"> ○ Continue to have small number of members liaise with businesses ○ Keep accurate records of sponsorship • <i>Fundraising (ongoing)</i> <ul style="list-style-type: none"> ○ Revitalise Fundraising committee ○ Source opportunities to generate income from outside NDHA member base • <i>Grant Applications</i> <ul style="list-style-type: none"> ○ Recruit a small number of members to work together to find, research and apply for grants relevant to NDHA needs ○ Provide training in grant application writing for members taking on this role by financing travel and workshop costs | <ul style="list-style-type: none"> • <i>Fundraising (ongoing)</i> <ul style="list-style-type: none"> ○ Source opportunities to generate income from outside NDHA member base ○ Well established catering committee as a source of regular fundraising • <i>Grant Applications</i> <ul style="list-style-type: none"> ○ Provide training in grant application writing for members taking on this role by financing travel and workshop costs | |
| 6. Implement an effective budgeting system and dissemination of information to the members | <ul style="list-style-type: none"> • <i>Budgeting (ongoing)</i> <ul style="list-style-type: none"> ○ Develop and implement a budget allocating funds appropriately to prioritised areas • <i>Information dissemination</i> <ul style="list-style-type: none"> ○ Make progress transparent to members ○ Develop a NDHA annual report to keep all members up to date on the facilities improvements, current finances, fundraising efforts and all other relevant information | | |

Naracoorte & District Hockey Association Strategic Action Plan

PRIORITY AREA 1

Installation of artificial playing surface and upgrading of clubrooms and toilets/change rooms

| What we want – why we are doing this. | How we're going to do it | Specific tasks to do – detailed in order | Who | Due date | Success measure |
|---|---|---|--|----------------------|--|
| <p>Artificial playing surface installed on field 1 as Stage 1 of a multi-sport complex will help NDHA increase membership base and retain current members by providing a modern facility.</p> <p>Stage 2 athletics/ tennis/hockey synthetic surface installation will create opportunities for other sports and activities to share facilities with NDHA and increase participation in sporting activities.</p> | <p>Research information on synthetic surfaces and costing, keeping information up to date each year.</p> <p>Research grants available and apply for funding.</p> <p>Work alongside Sports Centre and local council (NLC) to target grant opportunities.</p> | <ul style="list-style-type: none"> Establish turf committee to investigate all areas of installing synthetic surface Collate and update information from previous turf committee Update costings for synthetic surface Work with Sports Centre and NLC to approve plans and apply for funding. Research grants available and enter applications for funding | Turf Committee and Sports Centre reps. | 2017 through to 2018 | <ul style="list-style-type: none"> Information updated. Suitable grants monitored. Members trained in grant writing. Successful grant application resulting in construction of stage 1 synthetic surface by start of 2019. |
| | | <ul style="list-style-type: none"> When grant application successful have final plans approved by NLC and Sports Centre and begin construction of synthetic surface Begin planning for second synthetic surface for field 2/3 incorporating athletics track and tennis courts. | Turf Committee and Sports Centre reps | 2018-2019 | <ul style="list-style-type: none"> Stage 2 plans and grant applications underway by end 2019 |
| | | <ul style="list-style-type: none"> Continue to keep information up to date and work with athletics and tennis clubs (alongside Sports Centre) to attain successful funding for stage 2 of a multi-sport complex synthetic surface | Turf Committee and Sports Centre reps | 2019 onwards | |
| <p>Upgrade of current change rooms/toilets/shower facilities, incorporating disabled access toilet will enable NDHA to host a greater number of participants particularly inter-association tournaments and higher level competitions, while catering to the needs of all members.</p> | <p>Have plans produced showing options for upgrade, approve best plan and get quote for costs.</p> <p>Apply for grant to assist in costs. Fundraise to help with costs.</p> | <ul style="list-style-type: none"> Have final plans approved by Sports Centre and NLC Get at least 3 quotes and have one approved at General Meeting Decide whether or not we need to apply for facilities grant to assist with costs and do so if deemed necessary Provide opportunities for grant application writing training workshops by covering participant costs (registration and/or travel) Fundraise specifically to assist with costs. | Sports Centre reps | End season 2018 | Plans approved |
| | | <ul style="list-style-type: none"> Complete upgrade/construction by end of 2019 | Grants/Fundraising Committee | | Decision made on builder |
| | | | Monitor Star Club Trainings | | Successful grant application and fundraising activities |
| | | | Approved builder | End 2019 | Completed project ready for season 2020 |

Naracoorte & District Hockey Association Strategic Action Plan

PRIORITY AREA 2

Star Club – become a member and utilise resources for policies & procedures

| What we want – why we are doing this. | How we're going to do it | Specific tasks to do – detailed in order | Who | Due date | Success measure |
|---|---|---|--------------------------------------|-------------------------------|---|
| <p>Working through Star Club checklist will help NDHA to produce appropriate policies and procedures to increase efficiency and effectiveness of the administration as well as creating an awareness of member safety.</p> <p>Being a successful Star Club will be one element that may increase our chances of having successful grant applications in the future.</p> | <p>Work collaboratively with the NDHA Committee to achieve all the goals required to have NDHA labelled as a Star Club.</p> | <ul style="list-style-type: none"> • Be recognised as an accredited Star Club. • Maintain Star Club requirements by reviewing and updating policies and procedures annually | <p>Gayle NDHA Committee</p> | <p>2017 Annually</p> | <p>Star Club checklist completed and accreditation received</p> <p>NDHA is an accredited Star Club with up to date policies and procedures.</p> |

Naracoorte & District Hockey Association Strategic Action Plan

PRIORITY AREA 3

Player recruitment, development and retention

| What we want – why we are doing this. | How we're going to do it | Specific tasks to do – detailed in order | Who | Due date | Success measure |
|---|--|--|--|--|--|
| Increase number of players within the NDHA, particularly at the junior level. | Hook in2 Hockey / Under 9/10 Competition In-school clinics Come & Try Days | <ul style="list-style-type: none"> Continue to provide H2H/U9 U10 competition throughout the season and into the future. Assess player numbers and Hook in2 Hockey program and determine whether an U9/U10 competition is preferred, if not continue as previous season (ongoing) Junior Committee (not just coordinator) and clubs to take responsibility for U9/U10 Competition or H2H program. Find willing members to implement in-school programs on a regular basis – at least annually (pre-season if possible). Ensure in-school programs are being run regularly with NDHA member support. Investigate Sporting Schools program. Ensure Come & Try Day is run prior to every winter season. | Junior Coordinator & Committee Approach Duke of Edinburgh participants or senior high school students | All points to be implemented in 2017 and to continue into the future | Increase of members in U9 age group eventually filtering up into U13 age group. Numbers of new players increase each year. |
| Improve the standard of skill within the player base, particularly at junior level, thereby encouraging more players to stay with the sport and may also encourage new players to try hockey. | Wider and clearer distribution of information concerning any opportunities for junior development (trainings or competitions). Greater NDHA representation at Zone (U15 & U18) and U13 trials for player selection in the roles of players, selectors, coaches and managers by establishing strong player pathways. | <ul style="list-style-type: none"> Make sure all juniors and parents have plenty of notice when given information about time/date/cost of events (e.g. trials, competitions, trainings, etc). Take advantage of opportunities to host carnivals to improve player skills as well as an extra fundraising opportunity, e.g. masters games, junior regional carnivals, etc Make every effort to create enough interest to be able to nominate association representative teams in higher level competitions Subsidise costs whenever possible to encourage maximum participation. Ensure information is easily accessible, e.g. notice board, website, email distribution, etc. Encourage senior members to become involved in the selecting, coaching and managing of representative teams. | Junior Coordinator and committee members SE Zone Committee reps | All points to be implemented in 2017 and to continue into the future | Higher skill level shown in junior competition. Increase in number of participants in higher level tournaments and training opportunities. Increase in number of players selected in state/national teams. |
| Increase number of players at Senior level. | Investigate implementation of a B grade senior competition. Reinvigorate Summer Hockey competition | <ul style="list-style-type: none"> Promote opportunities that may arise from a B-grade or Masters competition Encourage clubs to actively recruit for B-grade or Masters teams Create organising group to plan, promote and run Summer Hockey competition | Senior players and club committees | 2017 2018 for establishment of competition in 2019 | Senior player numbers show growth and current senior players are retained. |

Naracoorte & District Hockey Association Strategic Action Plan

PRIORITY AREA 4

Umpire recruitment, development (including assessment) and retention

| What we want – why we are doing this. | How we're going to do it | Specific tasks to do – detailed in order | Who | Due date | Success measure |
|---|---|---|---|--|---|
| Increase understanding of the rules of the game across the member base. | Encourage all playing members, from the age of 12 to complete the Level 0 (Community) umpiring theory (or equivalent) every year. | <ul style="list-style-type: none"> Keep members updated about the links to access online theory training. Provide opportunities for members to work together, especially if they do not have access to the internet. | Umpire Coordinator | End of April each season | All members show greater understanding of rules and their application |
| Create a more tolerant and understanding atmosphere for umpires thereby creating a positive environment for members to learn and improve. | Starting in U13 grade providing skilled umpires throughout the season to help the players understand the game. | <ul style="list-style-type: none"> No learner umpires rostered on to U13 games without appropriate support. U16 learners to umpire with skilled senior support until competent and confident to umpire on their own according to steps in Umpire Passport program – to be allocated by club umpire coordinators under the supervision and support of the NDHA Umpire Coordinator. Where U16 competition is combined – U13 learner umpires to have an opportunity to learn in U13 games when U16 teams have a bye and U13 games are scheduled at different times. | Club umpire coordinators working with NDHA Umpire Coordinator | Begin in season 2017 and ongoing | U13 players gain respect for umpires and a greater understanding of the rules, U16 and senior learner umpires gain confidence in their own ability to umpire. |
| Implement panel of umpires – Level 1 accreditation | Get an accredited assessor to run Level 1 theory and practical sessions over one or two weekends at Naracoorte. | <ul style="list-style-type: none"> Organise an accredited assessor to assess practical and theory training in Naracoorte. NDHA to pay initial cost of accreditation (possibly via grants) Club umpire coordinators to meet and nominate panel umpire for season. | NDHA Umpire Coordinator | By mid-season 2017 | Minimum 2 Level 1 umpires per club. |
| Implement the Umpire Passport program to have a structured and regulated process of training and assessing learning umpires | Produce Umpire Passport booklets and provide booklets to all learning umpires to work through to be able to umpire confidently on their own and ultimately obtain their Level 1 accreditation | <ul style="list-style-type: none"> Modify Umpire Passport program booklet to suit needs of NDHA and print booklets for all learning umpires Assess learning umpires regularly to monitor progress and encourage improvement in skills and confidence Club umpire coordinators and NDHA umpire coordinator to work together to provide training opportunities and support for learning umpires | NDHA Umpire Coordinator & Club Umpire Coordinators | Prior to season 2018 Begin in season 2017 and ongoing | Umpiring panel is in action for season 2018 |

Naracoorte & District Hockey Association Strategic Action Plan

PRIORITY AREA 5

Improve fundraising efforts and increase sponsorship and success in grant applications

| What we want – why we are doing this. | How we're going to do it | Specific tasks to do – detailed in order | Who | Due date | Success measure |
|---|--|---|--|---|---|
| Increase in sponsorship to improve income. | Recruit a small number of members to personally liaise with businesses and follow up sponsorship opportunities. | <ul style="list-style-type: none"> Nominate members to take on role of personally following up sponsorship opportunities with businesses. Write sponsorship proposal to present to businesses and follow up requests in person. Need to work on requesting monetary sponsorship rather than in the form of vouchers. | Sponsorship coordinators | Beginning of season 2017 | 2 or more members working together to coordinate sponsorship, resulting in an increase in number of sponsors and sponsorship income (less vouchers) |
| Improve fundraising efforts to create more income. | <p>Have a stronger focus on the purpose of fundraising activities and source opportunities to generate income from outside NDHA member base.</p> <p>Create a sub-group of Fundraising committee to offer catering services to outside organisations.</p> | <ul style="list-style-type: none"> Consider priority areas in business plan and target specific fundraising goals (\$\$). Look into holding a large, possibly bi-annual event to target funds outside of the member base. <ul style="list-style-type: none"> Take advantage of opportunities to host carnivals to improve player skills as well as an extra fundraising opportunity, e.g. masters games, junior regional carnivals, etc. Provide clear information to members to show where the funds raised are being used. Make progress transparent to members by using noticeboard, emails, Facebook and website to notify members of the amount of money raised and how it is being spent. | <p>Fundraising Committee Catering Club</p> <p>Fundraising and Junior Committee (depending on carnival type)</p> <p>Fundraising Committee</p> | <p>Make plan early 2018</p> <p>After each fundraising event held.</p> | <p>More members becoming involved in fundraising activities as they can see the purpose.</p> <p>Members become more enthusiastic about fundraising as they can see the results.</p> |
| Apply for grants to assist us in improving our association. | Recruit a small number of members to work together to find, research and apply for grants relevant to NDHA needs. | <ul style="list-style-type: none"> Find out what grants are available that would be worth applying for and keep up to date information on these. Provide opportunities for grant application writing training workshops by covering participant costs (registration and/or travel). Apply for appropriate grants as they become available and seek feedback on unsuccessful applications. Keep information up to date and continue to apply for relevant grants. | Grants/Fundraising Committees | Begin in season 2017 with grant applications ongoing | Grant applications are successful and funds are used to improve programs and facilities |

Naracoorte & District Hockey Association Strategic Action Plan

PRIORITY AREA 6

Implement an effective budgeting system and dissemination of information to the members

| What we want – why we are doing this. | How we're going to do it | Specific tasks to do – detailed in order | Who | Due date | Success measure |
|---|---|--|--|-------------------------------------|---|
| Develop and implement a budget allocating funds appropriately to prioritised areas. | Use previous year's financial reports to develop a reasonably accurate budget to help focus on where funds have previously been and are needed to be allocated now. | <ul style="list-style-type: none"> Using previous year's financials to propose a draft budget for approval at a general meeting, allowing for increases in both income and expenditure. Assess yearly budget towards end of year and use it to draft a budget for the following year to be presented to members prior to season start. | Executive Committee | Prior to season 2017 Ongoing | Budget accessible to members, showing proposed income & expenditure for coming year. |
| Make progress and direction of NDHA transparent to members. | Clear information distribution via notice board, email, website, reports, etc. | <ul style="list-style-type: none"> Show members clearly what is happening in the workings of the association by providing easy access to meeting minutes, putting up notices or using emails, NDHA website, Facebook, Teamer App, etc. Provide all members an opportunity to give feedback to the NDHA, e.g. via online survey | Executive Committee with support from Web/I.T. Administrator | Ongoing | Members are fully informed about the direction of NDHA and its financial status and feel that their opinions and feedback are heard and acted upon. |
| Develop a NDHA annual report to keep all members up to date on the facilities improvements, current finances, fundraising efforts and all other relevant information. | Collate all information from activities such as fundraising, facilities improvements, purchases, and NDHA activities and successes etc and present clearly in a report. | <ul style="list-style-type: none"> Keep records of all activities throughout the year to present in an easy to read format for members to access – website, hard copy, etc. | Executive Committee | Annually (prior to AGM) Ongoing | Members understand the activities and direction of NDHA. |