

# Geelong Hockey Association

## A Strategic Approach

**Geelong Hockey Association Vision**

**Building a strong, respectful, inclusive and sustainable hockey community**

**Our Mission**

**Nurture and grow the hockey community**

**Demonstrate strong leadership with our key partners and affiliates**

**Encourage a diversity of opportunities to participate in all aspects of hockey**

**Create a welcoming, friendly and trusted environment for everyone**

**Our Values**

**INCLUSIVE**

**Offer an opportunity for all**

**WELCOMING**

**Provide a safe and enjoyable environment**

**DIVERSE**

**A sport for everyone**

**PROGRESSIVE**

**Continuously growing the sport**

**LEADING**

**Empower clubs and players to be their best**

## Introduction

The Geelong Hockey Association (GHA) has recently embarked on planning for its future with the support of Leisure Networks. The Association has involved the Board, Committee, Clubs and key stakeholders throughout the process, as well as consulting with members via a survey.

The planning process has involved several key steps as outlined below:

- Member Opinion Survey
- Preliminary Committee Planning Session
- Member consultation focus group session
- Plan Review / Committee Action Planning Session
- Delivery of plan and actions to Committee

## The Plan

This document provides the GHA with:

- The Planning Process
- The Associations Vision, Mission and Values statements
- Priority Focus Pillars against Pillar Leaders
- Strengths and Development Needs
- Goals and broad strategies

## Plan Implementation - Suggestions

To implement this plan, it's suggested that the Committee and relevant sub-committees:

- Prioritise *strategy* as an agenda item at meetings
- Make each other accountable for the actions defined in the plan
- Keep members informed of the progress against strategic objectives
- Review the plan on an annual basis, one month after the Annual General Meeting

## Planning Group Participants

Name	Role

## Plan Implementation – Focus Leaders

To assist with implementation of this plan, Committee Members have nominated to lead progress across the priority areas. This is a role of coordination and oversight.

Focus Area Leaders will be responsible to establish Working Groups, monitor progress, offer support and report to the Committee regarding progress. A key direction is to engage new people in these tasks and to give people some ownership with guidance.

<b>PRIORITY FOCUS AREAS</b>	<b>FOCUS LEADER / FOCUS SUPPORT</b>
1. Membership Growth	<i>Peter Stuart /</i>
2. Facilities	<i>Alan Climpson /</i>
3. Grants/ funding	
4. Communication	<i>Claire Barnes /</i>
5. Succession planning	<i>Emmaline Shand / Stuart Lucas</i>
6. Community	

## Our Priorities

### Membership Growth

The strength of our member club’s junior programs is critical to whole of association success. A strong junior program brings large numbers, builds a base of future players, and is significant to total revenue.

### Facilities

Functional and accessible hockey facility developments going forward will be enhanced by joint user group collaboration with schools and member clubs.

### Grants/Funding

To be a sustainable organisation we need to explore varied revenue sources and maximise what is going well. This will assist to keep fees affordable and allow us to provide the best service to players and members. Volunteer hours, although not costed in, are a significant intangible asset that we need to invest in.

### Communication

We need to ensure our communication methods are relevant, clear and messaging is consistent in order to grow our sport and our membership. We have an opportunity to develop a marketing and communications plan that shows inclusive and diverse opportunities for participation.

### Succession Planning

Volunteers are the lifeline of our association and member clubs, without which we could not operate. Every person associated with this association is expected to pitch in where required.

### Community

Our Association plays an important role in support our clubs and to develop opportunities for participation and social connection across the region. We need to ensure our environments are positive, safe, healthy and encourage our membership to reach their full potential.

<i>Association Strengths</i>	<i>Board Strengths</i>	<i>Development Needs</i>
<ul style="list-style-type: none"> <li>• Connect local clubs to Hockey Victoria</li> <li>• Provide a well-maintained hockey facility</li> <li>• financially strong</li> <li>• great canteen facility</li> <li>• run a variety of competitions</li> <li>• grow competitions</li> </ul>	<ul style="list-style-type: none"> <li>• offer a variety of knowledge and diversity</li> <li>• recognise limitations</li> <li>• great ideas</li> <li>• good listeners</li> <li>• promote the pathway</li> <li>• respect for each other</li> <li>• connected to their members</li> <li>• organised</li> <li>• committed</li> <li>• friendly</li> <li>• inclusive</li> <li>• approachable</li> <li>• proactive</li> </ul>	<p>Facilities</p> <ul style="list-style-type: none"> <li>• overall improvement</li> <li>• more female friendly facilities</li> </ul> <p>Grants/Funding</p> <ul style="list-style-type: none"> <li>• attracting grants</li> <li>• engagement with council and funding bodies</li> </ul> <p>Participation</p> <ul style="list-style-type: none"> <li>• junior development opportunities</li> <li>• new clubs from Bellarine</li> <li>• rep teams</li> </ul> <p>Communication</p> <p>Succession planning</p> <ul style="list-style-type: none"> <li>• professional development opportunities for officials, coaches etc.</li> <li>• new people to the committee</li> </ul>

## ***Committee Strategic Decisions***

The delivery of this plan relies on several actions from the board of the GHA as listed below:

- Maintain and develop strong relationship with council
- Maintain and develop strong relationship with relevant clubs and associations (Hockey Victoria)
- Maintain the strategic alignment to the G21 Regional Hockey Strategy
- Explore funding opportunities (sponsorship, grants)
- Review and implement executive committee comprising of all sections of the club
- Regular review of strategic plan – i.e. standing agenda

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## Moving Forward – PRIORITY AREAS 2020 – 2022

<b>Priority Area # 1</b>	<b>Membership Growth</b>	<b>Interested People</b>
<p><b>What is currently in place:</b></p> <ul style="list-style-type: none"> <li>• Clubs/Hockey Victoria hold introductory ‘come &amp; try’ programs – with minimal success in conversion into clubs</li> <li>• Junior recruitment forum to try to coordinate programs and interact with Hockey Victoria</li> <li>• Level of recruitment effort is varied from club to club</li> <li>• Clubs do their own recruitment with varying degrees of success</li> <li>• Lack of members in some clubs which has led to teams folding</li> <li>• Hookin 2 Hockey – recruitment program offered</li> </ul> <p><b>What opportunities exist:</b></p> <ul style="list-style-type: none"> <li>• Starting to implement an association coordinated approach, particularly for school programs</li> <li>• All abilities hockey</li> <li>• Hockey Australia model for sport in schools (i.e. Chilwell, Moriac)</li> <li>• A focus on promoting in Schools (i.e. teachers on board etc)</li> <li>• Clubs working together (reconnect)</li> <li>• Increase promotion via social media</li> <li>• Utilise the Olympics in 2021 to gain awareness and energy. Celebrate and showcase via story telling.</li> </ul> <p><b>What do we need?</b></p> <ul style="list-style-type: none"> <li>• Junior recruitment officer who would coordinate club and association hockey into programs</li> <li>• Potentially pay someone to undertake the junior recruitment role</li> <li>• A Hockey Victoria staff member positioned in the Geelong/Barwon region (i.e. situated at Sports House)</li> <li>• Promote opportunities such as summer and winter hockey</li> <li>• Advanced planning for the following season (Association and Clubs)</li> </ul> <p><b>Early ideas?</b></p> <ul style="list-style-type: none"> <li>• More clubs participating in road shows (participation focused)</li> <li>• Funding allocated to road shows</li> <li>• Junior girls’ competition</li> </ul>		<p><i>Lead: Peter Stuart</i></p> <p><i>Support:</i></p>

## Moving Forward – PRIORITY AREAS 2020 – 2022

<b>Priority Area # 2</b>	<b>Facilities</b>	<b>Interested People</b>
<p><b>What is currently in place:</b></p> <ul style="list-style-type: none"> <li>• G21 Regional Hockey Strategy</li> <li>• Two top level synthetic pitches at Stead Park and basic club room/canteen facilities at Stead Park</li> <li>• Facilities at King Lloyd Reserve for juniors</li> <li>• St Ignatius and Geelong Grammar pitch</li> </ul> <p><b>What opportunities exist:</b></p> <ul style="list-style-type: none"> <li>• Third pitch (most likely in Torquay) in 2021/2022.</li> <li>• Synthetic training surfaces in Newtown/Bellarine/Bannockburn</li> <li>• Northern Bay College (new surface)</li> <li>• Other schools have synthetic surfaces which could be used for school competitions</li> <li>• Synthetics Soccer pitches could be used (particularly for training to reduce travel time)</li> </ul> <p><b>What do we need in this priority area?</b></p> <p>At Stead Park:</p> <ul style="list-style-type: none"> <li>• Replacement surface every 10-12 years (i.e. Pitch 1 in 2020)</li> <li>• Renovate the canteen</li> <li>• Improve change facilities</li> <li>• An additional toilet block between the two pitches</li> <li>• Minkey area/ warm up area</li> <li>• Playground</li> <li>• Garden (at the northern end)</li> <li>• Shelter over seating area and at pitch 2 or new double story clubroom in between the two pitches, with tiered seating in front of existing clubrooms</li> <li>• Upgrade to car park, including lighting</li> </ul> <p>Other Hockey Facilities:</p> <ul style="list-style-type: none"> <li>• Pitches in other various locations (where teams are established)</li> <li>• Synthetic pitch at Lloyd Reserve</li> </ul> <p><b>Early ideas?</b></p> <ul style="list-style-type: none"> <li>• Develop a priority list and costings</li> <li>• While keeping Stead Park updated, look in other areas for development opportunities to encourage sport closer to home and minimise travel</li> <li>• Encourage Geelong Grammar back to competition</li> </ul>		<p><i>Lead:</i> Alan Climpson</p> <p><i>Support:</i></p> <p>Ian Sayers Gordon Burns Andrew Crowley Pam Sutton Peter Stuart</p>



Priority Area # 3	Grants & Funding	Interested People
<p><b>What is currently in place</b></p> <ul style="list-style-type: none"> <li>• Random approach funding applications</li> <li>• Not up to date with funding opportunities</li> <li>• One person, external to hockey Geelong informs executive about grants available</li> <li>• Funding through Hockey Victoria for Junior Recruitment</li> <li>• Funding sourced for Representative teams</li> </ul> <p><b>What opportunities exist:</b></p> <ul style="list-style-type: none"> <li>• Federal, State and Local Government funding</li> <li>• New initiatives</li> <li>• A variety of grants available for specific areas (i.e. uniform, events)</li> <li>• Build from the G21 Regionals Hockey Strategy to apply for funding</li> <li>• Gender specific participation grants (i.e. VicHealth This Girl Can Vic)</li> </ul> <p><b>What do we need?</b></p> <ul style="list-style-type: none"> <li>• Apply for more grants (develop a grant sub-committee) by: Appointing someone to lead funding applications – by keeping updated with what is available and circulating current funding information and opportunities to Clubs</li> <li>• Tracking what applications have been submitted/clear plan such as a grants calendar</li> <li>• Target specific grants for specific projects</li> <li>• Financial support from Government, Council and Sport Recreation Victoria</li> </ul> <p><b>Early ideas</b></p> <ul style="list-style-type: none"> <li>• Seek specific target market grants, such as: Women and girls and Indigenous players</li> <li>• New change rooms</li> <li>• Lobby MP/Councillors</li> <li>• Travel support for coaches and managers</li> <li>• Encourage all members to notify the Association Grants Officer if they become aware of a grant opportunity</li> </ul>		<p><i>Lead:</i></p> <p><i>Support:</i></p> <p>Charlie Martin Belinda Howie (lives in NT) Nett Williams Pam Sutton Lesley and Simon White</p> <p>Leisure Networks as a support</p>

Priority Area # 4	Communication	Interested People
<p><b><i>This includes Player development pathway</i></b></p> <p><b><i>What is currently in place:</i></b></p> <ul style="list-style-type: none"> <li>• A basic Hockey Geelong website</li> <li>• Various Facebook pages, but social media is not coordinated</li> <li>• Access to submitting news to local papers</li> <li>• Feedback from committee members to all clubs</li> <li>• Team App (clubs and Sharks)</li> <li>• Club Newsletters</li> <li>• Email Hockey Geelong from Hockey Victoria address – it is unclear who to and where from information gets sent</li> </ul> <p><b><i>What opportunities exist:</i></b></p> <ul style="list-style-type: none"> <li>• A coordinated approach</li> <li>• More diversity of coverage in media</li> <li>• Upgrade website to include several media options</li> <li>• Regular GHA committee newsletter to clubs/players. This could include events, progress, funding opportunities, facility improvements</li> <li>• Regular representative team website/Facebook posts (in progress)</li> </ul> <p><b><i>What do we need in this priority area?</i></b></p> <ul style="list-style-type: none"> <li>• A sub- committee to coordinate all activities. Finances to be able to pay this person. Provide a Position Description</li> <li>• A full-time person working on the development of hockey in the region (business lens and participation)</li> <li>• Effective up to date website that is maintained</li> </ul> <p><b><i>Early ideas?</i></b></p> <ul style="list-style-type: none"> <li>• Get more people engaged</li> <li>• One form of communication</li> <li>• Ensure there is a communication plan</li> <li>• Images on the website of coaches, players etc</li> <li>• Tell the story of the community (umpires, coaches, team managers, players etc) via social media platforms</li> <li>• Festival or carnival</li> </ul>		<p><i>Lead: Claire Barnes</i></p> <p><i>Support:</i></p> <p>Joanne Murphy</p> <p>Geoff Davie (Geelong Addy does this already)</p> <p>Rep sides - Emmaline Shand</p> <p>Possibly a student who is studying Communications/Marketing/Journalism etc</p>

## Moving Forward – PRIORITY AREAS 2020 – 2022

<b>Priority Area # 5</b>	<b>Succession Planning</b>	<b>Interested People</b>
<p><b>What is currently in place:</b></p> <ul style="list-style-type: none"> <li>• A very limited process currently in action</li> <li>• The GHA Committee is unsure of members backgrounds or passions</li> <li>• GHA encourages clubs to nominate people to the committee, with the aim of having one representative per club on the committee</li> </ul> <p><b>What opportunities exist:</b></p> <ul style="list-style-type: none"> <li>• Form an annual sub-committee to build this process/plan</li> <li>• Make an executive role a term position (i.e. 2-3 years)</li> <li>• Identify skill sets within the membership to find suitable people</li> </ul> <p><b>What do we need in this priority area?</b></p> <ul style="list-style-type: none"> <li>• Identify potential/interested candidates within the community</li> <li>• Develop a mentoring program. This will allow those interested to learn in a supported environment and build confidence</li> <li>• Job descriptions to make the role and expectations clear</li> <li>• Coach development</li> <li>• Make it transparent to members/community what the GHA committee does and what the commitments are. Communicate minutes to clubs</li> <li>• Invite club members to attend committee meetings if appropriate</li> <li>• Encourage positive interactions with younger people in the hockey community</li> </ul> <p><b>Early ideas?</b></p> <ul style="list-style-type: none"> <li>• Increase the buy in from clubs to support the committee</li> <li>• Explore the options of a non-club people who may wish to contribute to the committee. They may have a skill set they'd like to utilise</li> <li>• Survey clubs and their members to complete a skills audit</li> <li>• Structure for supporting umpires, coaches and sustainability. Including development opportunities, training courses etc.</li> <li>• Rewarding and recognising the work done by officials, coaches and volunteers. Including showcasing their successes via social media and in the club rooms</li> <li>• Work with Hockey Victoria to identify local people who have the skills and interest to deliver (programs)</li> </ul>		<p><i>Lead: Emmaline Shand</i></p> <p><i>Support: Stuart Lucas</i></p> <p>Alan Climpson                      Joe Crosbie                      Rachel Frost                      Nette Williams</p>

<b>Priority Area # 6</b>	<b>Community</b>	<b>Interested People</b>

<p><b>What is currently in place:</b></p> <ul style="list-style-type: none"> <li>• Family friendly environment</li> <li>• Junior hockey at King Lloyd Reserve is family friendly</li> <li>• Currently, many players at Stead Park come and go for games, without 'hanging around'</li> <li>• GHA remains current in their Health and Safety audits around the Kitchen, food handling practices etc.</li> </ul> <p><b>What opportunities exist:</b></p> <ul style="list-style-type: none"> <li>• Better support of Hockey Victoria sanctioned activities (i.e. J-ball)</li> <li>• More club days to encourage social interaction and an opportunity to get to know more people in the hockey community to build respect</li> <li>• Increased focus on setting expectation for respectful conduct (for example could provide this through signage). Code of conduct is important to have understood by each participant</li> <li>• Have a dietitian suggest healthier options for the canteen. I.e. could get a Deakin University student to revise the GHA canteen and recycling processes</li> <li>• Enforcing responsible serving of alcohol</li> <li>• Revise the canteen operating model</li> <li>• Increase connection of rep sides and club sides – also junior and senior integration</li> </ul> <p><b>What do we need in this priority area?</b></p> <ul style="list-style-type: none"> <li>• Greater awareness in the Geelong region</li> </ul> <p><b>Early ideas?</b></p> <ul style="list-style-type: none"> <li>• More awareness around sugary drinks and food choices</li> <li>• Provide a job description for canteen operations</li> <li>• Hold Primary School Competitions</li> <li>• Research what other sports/associations are doing successfully</li> <li>• Encourage rep players to give back to local hockey</li> </ul>	<p><b>Lead:</b></p> <p><b>Support:</b></p>
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## Moving Forward – PRIORITY AREAS 2020 – 2022

MEMBERSHIP GROWTH	FACILITIES	GRANTS/FUNDING	COMMUNICATION	SUCCESSION PLANNING	COMMUNITY
<ul style="list-style-type: none"> <li>• Association led school clinics</li> <li>• All- Abilities Hockey</li> <li>• HA Sport in Schools</li> <li>• School Promotion plan</li> <li>• Clubs work together</li> <li>• Social media presence</li> <li>• Use Olympic year to maximise exposure</li> <li>• Clubs participating in Road Shows</li> <li>• Junior Girls Competition</li> </ul>	<ul style="list-style-type: none"> <li>• Develop priority list/costings for facilities</li> <li>• Third pitch – 20/21</li> <li>• Synthetic Training Surfaces</li> <li>• Investigate school joint use opportunities</li> <li>• Investigate multi-sport pitch use</li> </ul>	<ul style="list-style-type: none"> <li>• New funding opportunities</li> <li>• New sponsorship opportunities</li> <li>• New initiatives</li> <li>• Gender specific participation grants</li> </ul>	<ul style="list-style-type: none"> <li>• More diversity in media coverage</li> <li>• Website upgrade</li> <li>• Regular communication to clubs/members</li> <li>• Representative Teams promoted</li> <li>• Paid position – Communications &amp; Marketing</li> <li>• Communications Plan</li> <li>• Festival or Carnival</li> <li>• Volunteers highlighted</li> </ul>	<ul style="list-style-type: none"> <li>• Form Annual Sub-Committee to build success plan</li> <li>• Executive roles term positions</li> <li>• Skill sets audit and identification/register</li> <li>• Mentoring Program</li> <li>• Job Descriptions</li> <li>• Coach/umpire Development</li> <li>• Task instructions/clarity</li> <li>• Club members attend committee meetings</li> <li>• Reward volunteers through socials</li> </ul>	<ul style="list-style-type: none"> <li>• Consider Hockey Victoria modified offerings</li> <li>• Club Days</li> <li>• Code of Conduct</li> <li>• Healthy Canteen</li> <li>• Responsible Alcohol Management</li> <li>• Canteen Operating model</li> <li>• Connection between members</li> <li>• Elite players</li> </ul>

## Moving Forward – PRIORITY AREAS 2020 – 2022

Focus Area	Year 1 Completion By Start of 2021 Season	Year 2 Completion By Start of 2022 Season	Year 3 Completion By Start of 2023 Season
<b>Membership Growth</b>	<p>Work with Hockey Victoria to develop partnerships with schools to recruit for Schools Roadshow</p> <p>Develop school promotion plan</p> <p>Ensure Hookin2Hockey is established and thriving to direct Schools Roadshow participation</p> <p>Engage with local community through the introduction of local 'introductory hockey programs' with a specific focus on Corio / Norlane</p> <p>Develop junior girl's competition – apply for an Active Club Grant (VicHealth) to support program development</p> <p>Implement Quick Wins Checklist</p>	<p>Utilise Olympic exposure through modified activity programs in the lead up (late 2021)</p> <p>Provide support to clubs to deliver modified programs to their members and the wider community in coordination</p> <p>Strengthen our engagement with local community through the introduction of local 'introductory hockey programs' with a specific focus on Corio / Norlane</p> <p>Further development of junior girl's competition – apply for suitable grants to support</p>	<p>Work with Hockey Victoria &amp; Leisure Networks to develop AAA Hockey participation opportunities</p> <p>Strengthen our engagement with local community through the introduction of local 'introductory hockey programs' with a specific focus on Corio / Norlane</p> <p>Further development of junior girl's competition – apply for suitable grants to support</p>
<b>Facilities</b>	<p>Develop priority listing to address future demands including Regional Hockey Centre, multi-purpose pitches Work with appropriate LGA around facility development process including detailed business case.</p> <p>Strengthen partnerships with the education sector to negotiate joint use agreements for club</p>	<p>Develop priority listing to address future demands including Regional Hockey Centre, multi-purpose pitches Work with appropriate LGA around facility development process including detailed business case.</p> <p>Strengthen partnerships with the education sector to negotiate joint use</p>	<p>Develop priority listing to address future demands including Regional Hockey Centre, multi-purpose pitches Work with appropriate LGA around facility development process including detailed business case.</p> <p>Strengthen partnerships with the</p>

## Moving Forward – PRIORITY AREAS 2020 – 2022

Focus Area	Year 1 Completion By Start of 2021 Season	Year 2 Completion By Start of 2022 Season	Year 3 Completion By Start of 2023 Season
	<p>training/junior/modified activities</p> <p>Infrastructure participation plan</p>	<p>agreements for club</p> <p>Investigate opportunity to partner with Geelong Grammar to improve access for training and competitions. Look at joint funding opportunities to address existing pitch issues and upgrade the venue to required standard</p> <p>Investigate opportunity to partner with Northern Bay College and Trinity College to improve access for training and modified participation opportunities.</p>	<p>education sector to negotiate joint use agreements for club</p> <p>Investigate opportunities to provide better facility access locally for Golden Plains Hockey Club. Explore school partnership opportunities for training facilities within Golden Plains Shire.</p>
<b>Grants/Funding</b>	<p>Develop annual budget/revenue target</p> <p>Development of Association profile -intro/teaser document for use in grants/sponsors intros</p> <p>Grants / Sponsorship coordinator appointed (could be separated)</p> <p>Existing Sponsor satisfaction review</p> <p>Retention of existing sponsors, and planning for new sponsors.</p>	<p>Develop annual budget/revenue target</p> <p>Existing Sponsor satisfaction review</p> <p>Retention of existing sponsors, and planning for new sponsors.</p> <p>Sponsorship / Partnership growth – clear role for position with regular contact. Clear communications promo – social media, newsletters, signatures etc. Articulate where \$ spent.</p>	<p>Develop annual budget/revenue target</p> <p>Existing Sponsor satisfaction review</p> <p>Retention of existing sponsors, and planning for new sponsors.</p> <p>Sponsorship / Partnership growth – clear role for position with regular contact. Clear communications promo – social media, newsletters,</p>

## Moving Forward – PRIORITY AREAS 2020 – 2022

Focus Area	Year 1 Completion By Start of 2021 Season	Year 2 Completion By Start of 2022 Season	Year 3 Completion By Start of 2023 Season
	<p>Sponsorship / Partnership growth – clear role for position with regular contact. Clear communications promo – social media, newsletters, signatures etc. Articulate where \$ spent.</p> <p>Engage club members as potential business supporters – look at opportunities and promote internally. Call out via socials through clubs.</p> <p>Develop list of potential grants to apply for including timing and key grant themes.</p> <p>Apply for grants to support operations and programs – SRV, VicHealth, Local Government. Look at funding themes - social disadvantage, Women &amp; Girls, disability, CALD</p>	<p>Engage club members as potential business supporters – look at opportunities and promote internally. Call out via socials through clubs.</p> <p>Develop list of potential grants to apply for including timing and key grant themes.</p> <p>Apply for grants to support operations and programs – SRV, VicHealth, Local Government. Look at funding themes - social disadvantage, Women &amp; Girls, disability, CALD</p>	<p>signatures etc. Articulate where \$ spent.</p> <p>Engage club members as potential business supporters – look at opportunities and promote internally. Call out via socials through clubs.</p> <p>Develop list of potential grants to apply for including timing and key grant themes.</p> <p>Apply for grants to support operations and programs – SRV, VicHealth, Local Government. Look at funding themes - social disadvantage, Women &amp; Girls, disability, CALD</p>
<b>Communication</b>	<p>Develop PD for Sub- committee / person – Comms Public Officer. Recruit suitable person</p> <p>Develop Communications Plan – Leisure Networks and Hockey Victoria can support this plan development</p> <p>Coordinated approach with Association and clubs</p>	<p>Develop/revise Communications Plan</p> <p>Opportunity to work toward a person working on the development of hockey in the region (business &amp; participation)</p> <p>Showcase the achievements of players, volunteers and members through social</p>	<p>Develop/revise Communications Plan</p> <p>Showcase the achievements of players, volunteers and members through social media</p>



## Moving Forward – PRIORITY AREAS 2020 – 2022

Focus Area	Year 1 Completion By Start of 2021 Season	Year 2 Completion By Start of 2022 Season	Year 3 Completion By Start of 2023 Season
	<ul style="list-style-type: none"> <li>– one form of communication</li> <li>Diversity of coverage in media – images, stories, successes, opportunities.</li> <li>Use social media for human interest stories</li> <li>Website upgrade &amp; updated regularly</li> <li>Regular communications to clubs/Players (events, progress, funding opportunities, facility improvements, call for help</li> <li>Rep Teams coverage</li> <li>Showcase the achievements of players, volunteers and members through social media</li> </ul>	<ul style="list-style-type: none"> <li>media</li> </ul>	
<p><b>Succession Planning</b></p>	<ul style="list-style-type: none"> <li>Form Annual Sub-Committee to build succession plan</li> <li>Executive roles term positions</li> <li>Skill sets audit and identification/register/pipeline of skills required</li> <li>Mentoring Program for interested volunteers – within Hockey and outside Hockey</li> <li>Job Descriptions for committee/club roles developed. Task instructions/clarity developed. Stored in a central location</li> </ul>	<ul style="list-style-type: none"> <li>Skill sets audit and identification/register/pipeline of skills required</li> <li>Reward volunteers through variety of ways – events, social media, in person</li> <li>Coach/umpire Development – local and Hockey Victoria</li> <li>Club members attend committee meetings (align with a clear purpose for their attendance)</li> </ul>	<ul style="list-style-type: none"> <li>Reward volunteers through variety of ways – events, social media, in person</li> <li>Coach/umpire Development – local and Hockey Victoria</li> </ul>

## Moving Forward – PRIORITY AREAS 2020 – 2022

Focus Area	Year 1 Completion By Start of 2021 Season	Year 2 Completion By Start of 2022 Season	Year 3 Completion By Start of 2023 Season
	<p>Coach/umpire Development – local and Hockey Victoria</p> <p>Reward volunteers through variety of ways – events, social media, in person</p> <p>Centralise all GHA files in one accessible place (ie Position Descriptions)</p>		
<b>Community</b>	<p>Club Day/Association engagement event – to encourage players/members to come back to the club, creating a family friendly and supportive environment. Celebration of hockey starting</p> <p>Code of Conduct – assist with continued development of cross club respect and positively changing behaviour/culture (link in with communications plan to increase awareness to members). Play By the Rules resources (ie MPIO training)</p> <p>Healthy Environments – Canteen, bar, awards, social responsibility</p> <p>Responsible Alcohol Management</p> <p>Canteen Operating model</p> <p>Compliance of liquor licence</p> <p>Connection between members</p> <p>Elite players – integration between local players</p>	<p>Hockey Festival or Carnival</p> <p>Consider Hockey Victoria modified offerings. Ie junior hockey, Hockey Sixes</p> <p>Club Days – to encourage players/members to stay at the club, creating a family friendly and supportive environment</p> <p>Code of Conduct – assist with continued development of cross club respect and positively changing behaviour/culture (link in with communications plan to increase awareness to members). Play By the Rules resources (ie MPIO training)</p> <p>Annual review of who is qualified with RSA etc</p>	<p>Club Days – to encourage players/members to stay at the club, creating a family friendly and supportive environment</p> <p>Code of Conduct – assist with continued development of cross club respect and positively changing behaviour/culture (link in with communications plan to increase awareness to members). Play By the Rules resources (ie MPIO training)</p> <p>Annual review of who is qualified with RSA etc</p>

## Moving Forward – PRIORITY AREAS 2020 – 2022

Focus Area	Year 1 Completion By Start of 2021 Season	Year 2 Completion By Start of 2022 Season	Year 3 Completion By Start of 2023 Season
	and rep players. Assists with building awareness about the player pathway.		

### Action Plan – Year 1

#### Priority Area: Membership Growth

**PILLAR LEADER: Peter Stuart**

TO DO LIST	DETAIL	LEAD / INVOLVED
Develop school promotion plan		
Work with Hockey Victoria to develop partnerships with schools to recruit for Schools Roadshow	<p>In consultation with Hockey Victoria:</p> <ul style="list-style-type: none"> <li>- Document which schools have already been involved in roadshows. Continue to develop this relationship and seasonal program delivery.</li> <li>- Identify new schools and areas to partner with and deliver. Ensure this is in collaboration with local clubs (to strengthen the recruitment to membership turn over).</li> <li>- Utilise a clear and current 'pitch' document which can be used to send to new schools as a first contact point to promote the program.</li> </ul>	
Ensure Hookin2Hockey is established and thriving to direct Schools Roadshow	<p>Continue to build relationships with local/regional schools. Link some local promotion into the Communication Plan to increase overall awareness of the GHA in the community.</p> <p>GHA/HV to ensure they appoint engaging local coaches to deliver Hookin2Hockey. The experience the kids get through the program will have a big effect on their desire to continue</p>	

## Moving Forward – PRIORITY AREAS 2020 – 2022

participation	with the sport.	
Engage with local community through the introduction of local 'introductory hockey programs' with a specific focus on Corio / Norlane	<p>Utilise a clear and current 'pitch' document which can be used to send to new schools as a first contact point to promote the program.</p> <p>Link some local promotion into the Communication Plan to increase overall awareness of the GHA in the community. E.g. specific Facebook marketing for these areas (northern Geelong suburbs)</p> <p>Connect with local stakeholders (schools, neighbourhood/community houses, support services regarding opportunities for participation</p> <p>Engage clubs to promote modified hockey opportunities that the association are leading, a whole hockey community approach</p>	
Women and Girls Participation		
Develop junior girl's competition – apply for an Active Club Grant (VicHealth) to support program development	<ul style="list-style-type: none"> <li>- Discuss competition logistics at the committee level to understand the needs of developing a new competition</li> <li>- Work with the Grants Lead to ensure collaboration is made when applying for funding.</li> <li>- Co-design Seek input from the junior girls (and their families) to understand what they want in an all-girls competition. This will help build a more suited competition that they relate to. Understand what other associations are doing in terms of junior girl's comps.</li> </ul>	
Implement Quick Wins Checklist	Work with Leisure Networks (Brooke Connolly) to work through Quick Wins Checklist. Select 2 items for actioning to boost gender equality through making small improvements within the association to support a welcoming and inclusive environment for women and girls. This will assist with overall membership growth.	

Action Plan – Year 1

Priority Area: Facilities

PILLAR LEADER: Alan Climpson

TO DO LIST	DETAIL	LEAD / INVOLVED
Develop 1-page Advocacy document	<p>Highlighting the association composition – growth / total number of families, clubs in the GHA, people involved in the association, gather total number of members across all clubs and what that looks like in terms of total number of people, female representation</p> <p>Professional looking document to be developed</p>	
Develop priority listing to address future demands including Regional Hockey Centre, multi-purpose pitches	<p>Identify the demands in each area and prioritise facility upgrades</p> <ul style="list-style-type: none"> <li>- Create a needs analysis that will assist with prioritizing.</li> <li>- Outline what is currently in progress</li> <li>- Utilise G21 Regional plan for facility identification and priority</li> </ul>	
Work with appropriate LGA around facility development process including detailed business case	<p>Make a professional approach including association profile, needs, future projected membership – association teaser document highlighting importance to community health and wellbeing, youth engagement, healthy and welcoming culture.</p> <ul style="list-style-type: none"> <li>- Hockey Victoria input/collaboration</li> </ul>	
Strengthen partnerships with the education sector to negotiate joint use agreements for club training/junior/modified activities	<ul style="list-style-type: none"> <li>- Reconnect with Geelong Grammar, St Ignatius and Northern Bay College</li> <li>- Approach them with a clear outline of what the GHA would like, and how this partnership can be of mutual benefit.</li> </ul>	

## Moving Forward – PRIORITY AREAS 2020 – 2022

Infrastructure participation plan	<p>Work with LN to develop participation plan. Collect statistics around current membership including seniors/juniors, male/female, age groups teams, training plan – use of current pitches, use of change facilities.</p> <p>Connect with local government, SRV Regional Office around this plan to support grant application process.</p>	
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### Action Plan – Year 1

#### Priority Area: Grants/Funding

#### PILLAR LEADER:

TO DO LIST	DETAIL	LEAD / INVOLVED
Develop annual budget/revenue target	<p>Use last financial year income/expenditure to develop budget estimate for season including target income for functions, sponsors, grants/donations. Opportunities for new growth including social membership, facility hire, internal sponsorship.</p> <p>*may require COVID-19 overlay re income/expenditure</p>	
Development of Association profile - intro/teaser document for use in grants/sponsors intros	<p>Develop document profiling the association – brief history, opportunities for participation on/off-field, social/community participation, focus on juniors/women and girls, vision/mission/values, value in sponsoring, awards (i.e. Good Sports).</p> <p>Quality photos to accompany</p>	
Grants / Sponsorship coordinator appointed (could be separated)	<ul style="list-style-type: none"> <li>- Grants / Sponsorship Coordinator PD Developed. Clear role for position with regular contact.</li> <li>- Coordinator recruited to maintain and grow sponsors portfolio.</li> </ul> <p>Check in with previous season sponsors, identify potential new sponsors – ask internally within</p>	

## Moving Forward – PRIORITY AREAS 2020 – 2022

	membership.	
Existing Sponsor satisfaction review	Gain an understanding of the position of current sponsors i.e. where they see value in sponsoring the GHA  What future sponsorship opportunities exist; identify the need matched with sponsor opportunity	
Retention of existing sponsors, and planning for new sponsors.  Sponsorship Growth	Use the existing sponsorship satisfaction review to assist with obtaining new sponsorships  Continuously strengthen the relationship with sponsors and ensure the association are doing what they can to give back.  Look for opportunities for specific sponsorship – i.e. scoreboard, comps/teams, first aid kits, warm up kits, players.  Check in within sponsors – create alerts in calendar/diary to ensure communication.  Invite to special events and share results.  Encourage membership to utilise service providers via regular profiling on social media/website.	
Clear communications	Promote via social media, newsletters, signatures etc. where the sponsorship money was spent.	
Engage members as potential business supporters	Survey current membership to seek sponsorship opportunities. Often the captivated audience have links to businesses and services that can provide sponsorship.  Call out via socials and through clubs.	
Develop list of potential grants to apply for including timing and key grant themes	Create a grant/funding opportunity calendar  Apply for grants to support operations and programs – SRV, VicHealth, Local Government.  Look at funding themes - social disadvantage, Women & Girls, disability, CALD	

**Action Plan – Year 1**

**Priority Area: Communication**

**PILLAR LEADER: Claire Barnes**

TO DO LIST	DETAIL	LEAD / INVOLVED
Develop PD for Sub-committee / person	<ul style="list-style-type: none"> <li>- Develop a PD that can be found in a centralised location.</li> <li>- Recruit suitable person</li> </ul>	
Develop Communications Plan	<p>Club Handbook to be developed and stored on the website</p> <ul style="list-style-type: none"> <li>- Overarching association handbook incorporating welcome, fees information, volunteer expectations, codes of conduct. Seek an example if required - ClubHelp.org.au or visit other club sites and share</li> </ul> <p>Communications plan/calendar to schedule social media posts and comms.</p> <p>Note: Leisure Networks and Hockey Victoria can support this plan development</p>	
Coordinated approach with Association and clubs – one form of communication	<p>Check in with clubs once the GHA have their Communications Plan and seek input from clubs as to what they want included and vice versa.</p> <p>Inform clubs that the GHA are striving for a collaborative approach to this plan. They all support each other</p>	
Diversity of coverage in media – images, stories, successes, opportunities.	<p>Showcase the achievements of players, volunteers and members though social media</p> <ul style="list-style-type: none"> <li>- Profile key women and girls in leadership in club (on and off field), promote achievements of association/club volunteers recognising good work/commitment to the growth of hockey, showcase players and supporters.</li> <li>- Outward facing social media profiling key players, more photos of women and girls in</li> </ul>	



## Moving Forward – PRIORITY AREAS 2020 – 2022

	<p>facilities. Schedule weekly posts, utilise #thisgirlcanvic branding and resources.</p> <p>Promote upcoming opportunities i.e. roles open, subcommittee support etc. Be specific</p> <p>Use social media for human interest stories</p> <p>Rep Teams coverage</p> <ul style="list-style-type: none"> <li>- Increase awareness of what is happening in the Representative sides. Making people feel informed and included.</li> </ul>	
Website upgrade & updated regularly	<p>Link website updates into the overall Communications Plan. i.e.</p> <ul style="list-style-type: none"> <li>- News stories</li> <li>- Results</li> <li>- Featured people (showcasing achievements)</li> </ul>	
Regular communications to clubs/Players	<p>For example:</p> <ul style="list-style-type: none"> <li>- events, progress, funding opportunities, facility improvements, call for help, open and honest conversations</li> </ul>	

### Action Plan – Year 1

#### Priority Area: Succession Planning

**PILLAR LEADER: Emmaline Shand**

TO DO LIST	DETAIL	LEAD / INVOLVED
Form Annual Sub-Committee to build succession plan	<ul style="list-style-type: none"> <li>- recruit people who would be interested/good in this area to assist the lead/support person</li> </ul>	

## Moving Forward – PRIORITY AREAS 2020 – 2022

Create Job Descriptions for committee/club roles.	<p>Include:</p> <ul style="list-style-type: none"> <li>- Executive roles term positions</li> <li>- Task instructions of position</li> <li>- Stored in a central location</li> </ul>	
Skill sets audit and identification/register/pipeline of skills required	<p>Put a call out to association/club members seeking what skills they have that could contribute to the GHA</p> <ul style="list-style-type: none"> <li>- Provide them with ideas as to what the GHA needs help with and be specific with the task and time involved.</li> </ul>	
Mentoring Program for interested volunteers – within Hockey and outside Hockey	<p>Promote that the association can support interested people to learn the skills/tasks required for each position.</p>	
Coach/umpire Development – local and Hockey Victoria	<p>Undertake a coaching review</p> <ul style="list-style-type: none"> <li>- Develop coach review spreadsheet listing existing and previous coaches, qualifications, intentions for season, progression/development opportunities. Identify gaps in skills and qualifications and source appropriate opportunities.</li> <li>- This will be useful for Hookin2Hockey deliverers</li> </ul> <p>Coach network developed</p> <ul style="list-style-type: none"> <li>- Bring coaches and umpires together for a forum on aligned coaching/umpiring principles, brand behaviours, communication processes, expectations for season. Good time to discuss opportunities for peer learning, troubleshooting, consistency across association.</li> </ul>	
Reward volunteers through variety of ways – events, social	<p>Seek input from the committee, subcommittee and clubs when volunteer efforts should</p>	

## Moving Forward – PRIORITY AREAS 2020 – 2022

media, in person	<p>be recognised.</p> <p>Increasing the awareness of volunteers will assist with recruitment of new volunteers</p>	
Centralise all GHA files in one accessible place (ie Position Descriptions)	<p>Collate all GHA documents to one centralised location/online platform that can be accessed by the whole committee.</p> <p>Continuously update current documents to reduce the number of duplications/versions that are created.</p>	

### Action Plan – Year 1

#### Priority Area: Community

#### PILLAR LEADER:

TO DO LIST	DETAIL	LEAD / INVOLVED
Celebration of hockey (starting each season, and club specific days)	<p>Hold a Club Day/Association engagement event to encourage players/members to come back to the facility, creating a family friendly and supportive environment. Use stakeholder connections – hockey community, sponsors, Leisure Networks, community organisations, schools</p>	
Code of Conduct	<p>Ensure this is available on the website</p> <p>Send to all GHA members</p> <p>Display at hockey facilities</p> <p>This will assist with continued development of cross club respect and positively changing behaviour/culture (link in with communications plan to increase awareness to members).</p> <p>Utilise Play By the Rules resources (ie MPIO training) to ensure behaviours are embedded into Association and clubs</p>	

## Moving Forward – PRIORITY AREAS 2020 – 2022

<p>Healthy Environments</p> <p>Canteen, bar, awards, social responsibility</p>	<p>Responsible Alcohol Management</p> <ul style="list-style-type: none"> <li>- Ensure all people serving drinks have their Responsible Serving of Alcohol (RSA) certificate</li> <li>- Compliance of liquor licence</li> </ul> <p>Canteen Operating model</p> <ul style="list-style-type: none"> <li>- Revise this, and implement changes where necessary</li> <li>- Look for healthier canteen options (food and drink). This could involve seeking advice from Good Sports or City of Greater Geelong.</li> </ul>	
<p>Connection between members</p>	<p>le have a buddy program between junior and senior members</p> <ul style="list-style-type: none"> <li>- Bring senior and junior sections together x2 per year for training/social night. Match senior with junior, senior to watch junior play at least once per year – be visible. Senior player to act as mentor.</li> <li>- This can be done at a club level, but if the GHA are role modelling how this can be done with representative sides then clubs more likely to follow.</li> </ul> <p>Elite players – integration between local players and rep players.</p> <ul style="list-style-type: none"> <li>- Assists with building awareness about the player pathway</li> <li>- Showcase players on socials</li> <li>- Have cross team/association days where more people are staying at the facility.</li> <li>- Association led modified games such as a J-Ball night in preseason or off season etc.</li> </ul>	