



# HAWKE'S BAY HOCKEY

## STRATEGIC PLAN



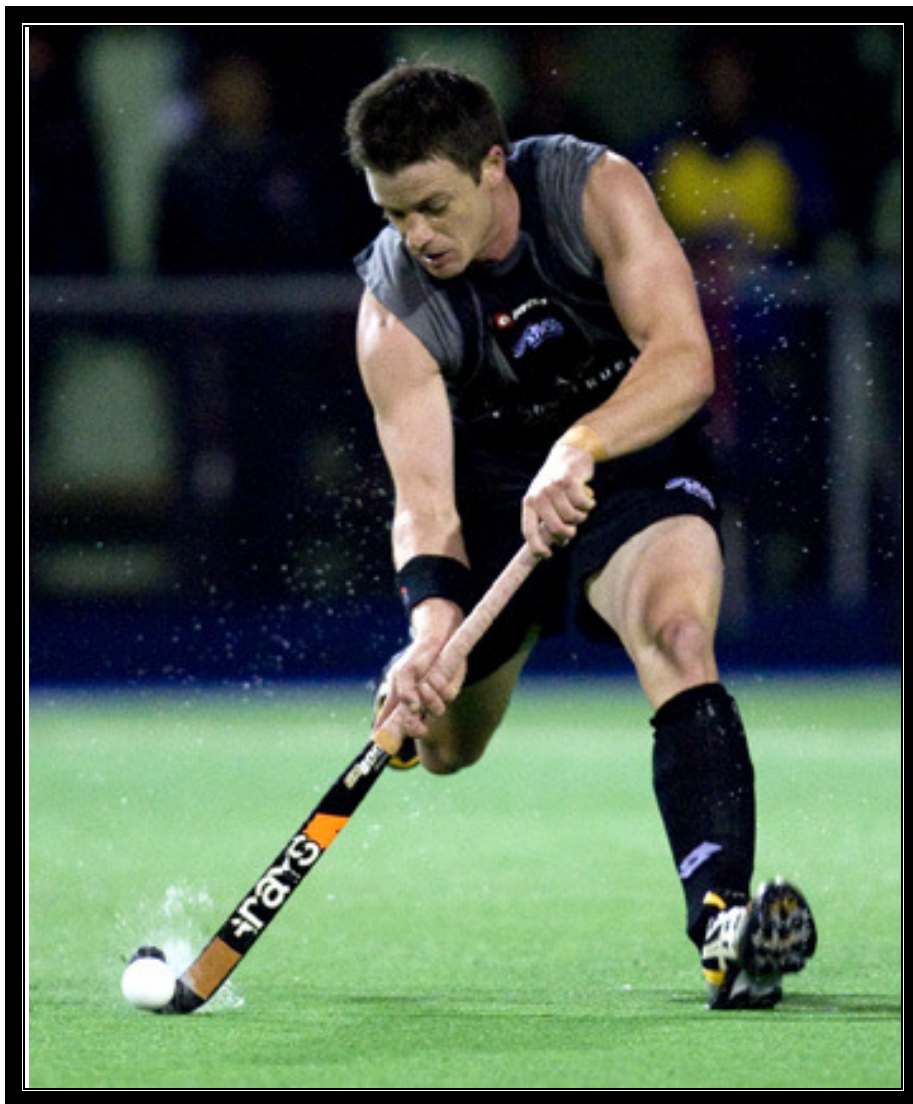
*2010 Hawke's Bay U.18 Men's Premier Team – National Tournament Winners*

**VISION:** To create a regional centre of excellence that promotes and develops the sport of hockey in Hawke's Bay, thereby setting the benchmark for other sporting codes.

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*Hawke's Bay's Shea McAleese – NZ Blackstick*

# Executive Summary

## **Background**

Hockey is one of seven sports identified by SPARC for development over the next five years. Hockey New Zealand has published a Whole of Hockey Strategy and Business Plan with the aim of fuelling hockey's growth and sustainability throughout New Zealand.



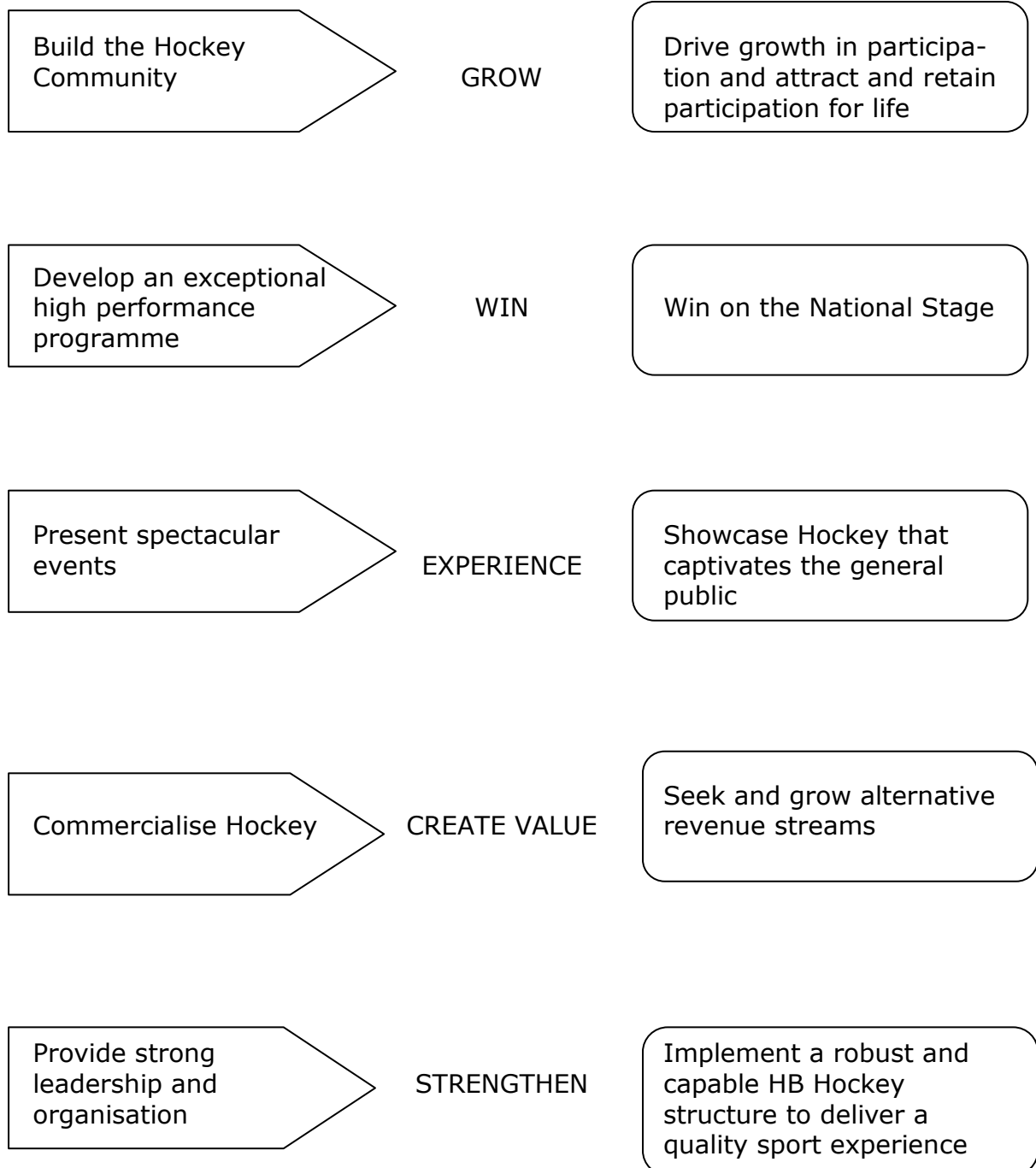
*Hawke's Bay Junior Representative Team in action*

## **Values Statement**

We will at all times display professionalism, respect, transparency, consistency and integrity in all our dealings with stakeholders, staff, sponsors and the public in general, and we will carry out our roles with passion and pride.

## Strategies / Objectives

The Hockey New Zealand business Plan has five overarching objectives:



The Hawke's Bay Hockey Strategic Plan sets out our priorities for the next five years as a response and contribution towards the Whole of Hockey Strategy and Business Plan.

The Hawke's Bay key strategies mirror those of Hockey New Zealand but are aimed at a regional level.

What follows is an Operational Plan for Hawke's Bay Hockey, setting out our objectives, strategies and projects over the next five years.



*Sport Hawke's Bay have made a commitment to support Hawke's Bay Hockey to achieve it's objectives and details of this support are clearly set out as an addendum in the "Sport Hawke's Bay Support Plan".*

## STRATEGIES / KEY PERFORMANCE INDICATORS / KEY PROJECTS

**Objective 1: Build the Hockey Community**

**Responsibility:** Regional Development Manager  
**Supported by:** High Performance Manager  
 Sport Hawke's Bay

Strategy	Key Performance Indicators	Key Projects – 2011 / 2012
<ul style="list-style-type: none"> <li>• Develop players</li> </ul>	Increased participation in Academy programmes /camps and RDM programmes	Participation increased by 20%: 2011 – focus on Big Day Out and Hockey Day Out 2012 – Across all programmes
<ul style="list-style-type: none"> <li>• Develop coaches</li> </ul>	Increased participation in coaching courses Increased number of affiliated coaches Increased numbers of applicants for rep team appointments Implement a Coaching Appraisal process	2012 – 20% increase 2012 – 20% increase 2012 – minimum of 2 applicants per team  2012 – process implemented
<ul style="list-style-type: none"> <li>• Develop Summer Hockey</li> </ul>	Implementation of Elite competitive grade Increased no. of teams in social grades	2011/2012 – changes implemented
<ul style="list-style-type: none"> <li>• Improve Clubs functioning</li> </ul>	Clubs Development Plan in place	2011 – Review Clubs Competition structure 2012 - Clubs aligned with schools and school teams 2012 – review administration processes 2012 – sustainable competition structure in place
<ul style="list-style-type: none"> <li>• Expand and develop Hockey in HB schools</li> </ul>	No. of visits by RDM to schools Increased no. of Hockey schools	2011 – Visits increased by 30%
<ul style="list-style-type: none"> <li>• Implement HNZ National Programmes / Competition formats</li> </ul>	New programmes implemented Indoor hockey developed	Consider for implementation of new programmes for 2012/2013 – <i>dependent on Hockey NZ</i>

## Build the Hockey Community *(cont.)*

**Responsibility:** HB Hockey Umpires

Strategy	Key Performance Indicators	Key Projects 2011 / 2012
<ul style="list-style-type: none"> <li>• Recruit and retain umpires</li> <li>• Develop umpires</li> <li>• Provide pathway for umpires</li> </ul>	<p>Increased HB Umpires base</p> <p>No. of training opportunities for Umpires</p> <p>Umpire Development Plans in place</p>	<p>2011 – establish current position</p> <p>2012 – set targets</p> <p>2013 – at least 1 Umpire at each Nat. Tournament</p> <p>2015 – at least 2 Umpires at each Nat. Tournament</p>

**Responsibility:** Artificial Surface Trust

Strategy	Key Performance Indicators	Key Projects
<ul style="list-style-type: none"> <li>• Build a third turf</li> <li>• Provide a Gymnasium</li> <li>• Provide training/rehabilitation facilities</li> <li>• Improve stadium capacity</li> </ul>	<p>New turf completed</p> <p>} } Facilities Development Plan in place }</p>	<p>2013 – new turf completed</p>

**Objective 2: Develop an Exceptional High Performance Programme**

**Responsibility:** High Performance Manager  
**Supported by:** Regional Development Manager / Coaches / Managers  
 Sport Hawke’s Bay

Strategy	Key Performance Indicators	Key Projects – 2011 / 2012
<ul style="list-style-type: none"> <li>• Create a successful Talent Identification Model</li> <li>• Create a successful Player Development Model</li>   <li>• Create a successful Coach Development Model</li> <li>• Create a successful Umpire Development Model</li>   <li>• Develop a Scholarship programme for elite players, coaches and umpires</li> </ul>	<ul style="list-style-type: none"> <li>} HB placings on Regional and National stage</li> <li>}</li> <li>}</li> <li>}</li> <li>} CD and National rep selection by HB players</li>   <li>}</li> <li>} Selection of HB Coaches and Umpires for</li> <li>} CD and Nationals Teams/Games</li>   <li>Retention of elite players, coaches and umpires in Hawke’s Bay</li>   <li>Attraction of elite players, coaches and umpires from outside Hawke’s Bay</li> </ul>	<p>Set targets for 2012 based on 2011 results</p> <p>2011 - Central League Men Win / Women attend          2011 - Snrs Tourn. – Men and Women attend</p> <p>Snapshot 2011 and set targets for 2012</p> <ul style="list-style-type: none"> <li>• CD U.21’s – Mens and Womens</li> <li>• NHL Men and Womens</li> <li>• National U.18 Boys &amp; Girls</li> </ul> <p>Note achievements for 2011 and set new goals for 2012</p> <p>2011 – Develop a scholarship programme with Sport HB and EIT</p> <p>2011 – 2 attracted from outside Hawke’s Bay</p>

**Objective 3: Present Spectacular Events**

**Responsibility:** Operations Manager  
**Supported by:** HPM / RDM / Admin. Support

Strategy	Key Performance Indicators	Key Projects – 2011 / 2012
<ul style="list-style-type: none"> <li>• Ensure local competitions (schools and clubs) are well structured and run smoothly</li>   <li>• Ensure Regional events – CHL / Quads are well-structured and run smoothly</li>   <li>• Ensure National events/International Events/Tournaments are well-structured, run smoothly and run professionally</li> </ul>	<p>Clubs Development Plan in place            Increased participation in competitions</p> <p>}            }            } Success of events            } Increased number of events            } Number of repeat events            }            }</p>	<p>2011 – Clubs Development Plan implemented            2011 – Post-season meetings held with schools and format agreed for 2012</p> <p>Continued positive feedback from HNZ and Central Hockey</p> <p>Develop feedback form from coaches about tournaments they attend</p> <p>2013 – Host U.21’s and Masters Tournaments</p> <p>2012-2015 host:</p> <ul style="list-style-type: none"> <li>• Test matches</li> <li>• NHL</li> <li>• Premier Tournaments</li> <li>• Rankin</li> <li>• U.18’s</li> </ul>

**Objective 4: Commercialise Hockey**

**Responsibility:** High Performance Manager / Operations Manager  
**Supported by:** Sport Hawke’s Bay

Strategy	Key Performance Indicators	Key Projects – 2011 / 2012
<ul style="list-style-type: none"> <li>• Improve brand / marketing</li> <li>• Seek new funding streams – sponsors, Academy camps etc.</li> <li>• Improve financial management</li> </ul>	<p>Increased media exposure  Improved Website  Increased revenue from products  Positive feedback</p> <p>Increased corporate sponsorship  Increased profitability of camps, programmes and events</p> <p>Robust financial management systems in place</p>	<p>2011 – Set up meeting with HB Today Reporter  2011 – New website developed and implemented by July</p> <p>Take snapshot from 2011 and set targets for 2012</p>

**Objective 5: Provide Strong Leadership and Organisation**

**Responsibility:** Board / Operations Manager / High Performance Manager

Strategy	Key Performance Indicators	Key Projects – 2011 / 2012
<ul style="list-style-type: none"> <li>• Improve HB Hockey structure</li> <li>• Improve Governance</li> <li>• Improve HBH operations</li> <li>• Strengthen database</li> <li>• Develop Business Continuity Plan</li> </ul>	<p>Structure review undertaken and implemented Job Descriptions reviewed Performance Appraisals in place</p> <p>Constitution reviewed</p> <p>Templates developed Policies reviewed/developed</p> <p>Database updated (Players, Coaches, Umpires, Clubs, Schools, Sponsors, Life Members etc.)</p> <p>Plan in place</p>	<p>2012 – new Constitution in place</p> <p>2011 – Policy development commenced (ongoing)</p> <p>2011 – Database update commenced (ongoing)</p> <p>2012 – Business Continuity Plan in place</p>