



STRATEGIC PLAN

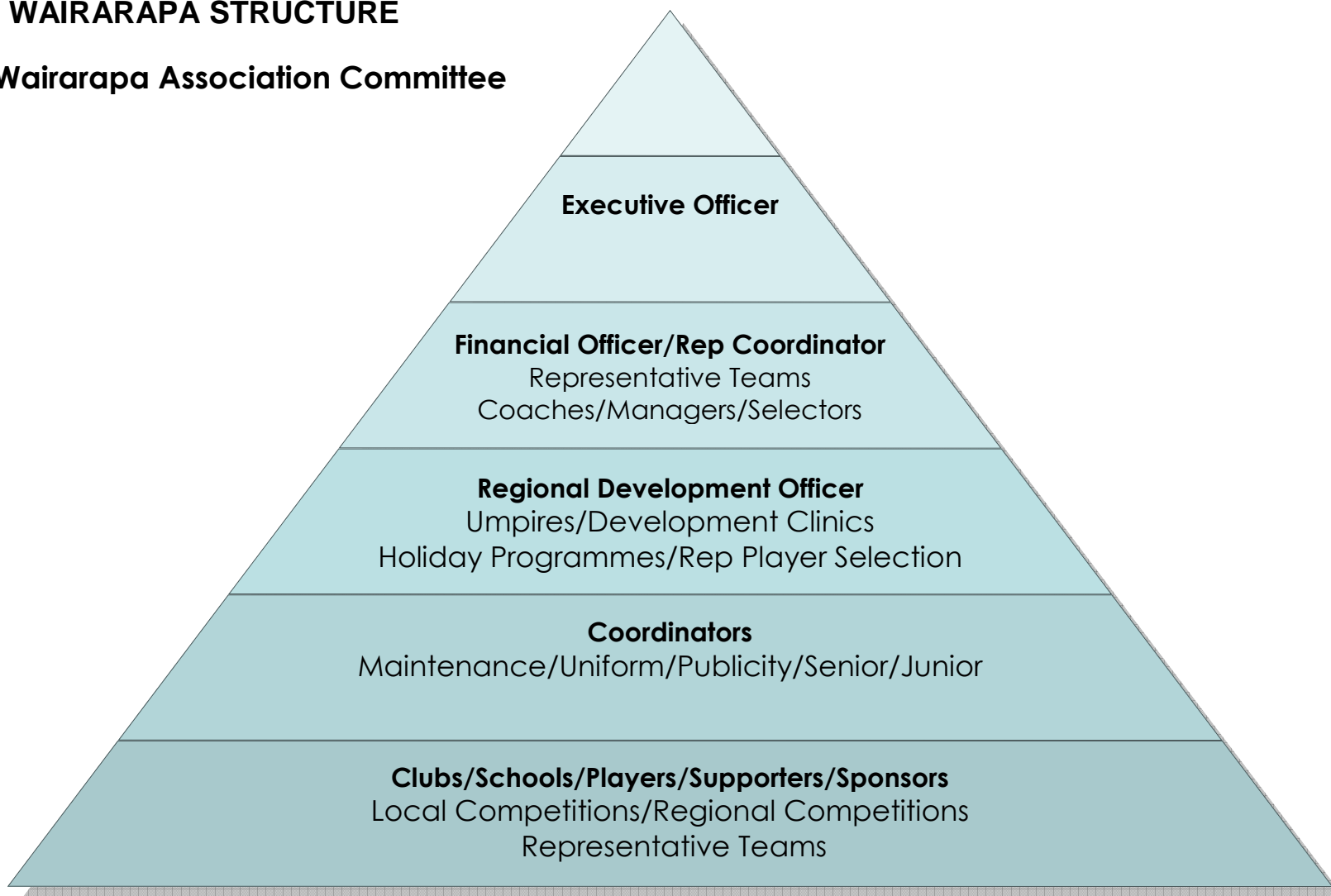
2007 – 2010

Contents

HOCKEY WAIRARAPA STRUCTURE	5
1. Summary	6
2. Purpose	7
3. Values	8
4. Strategic Objectives	9
4.1 High Performance and Competitions	9
4.2 Coaching and Development	9
4.3 Facilities and Equipment	9
4.4 Participation and Relationships	9
4.5 Administration	10
5. Key Performance Indicators	11
5.1 High Performance and Competitions	11
5.2 Coaching and Development	12
5.3 Facilities and Equipment	13
5.4 Participation and Relationships	14
5.5 Administration	15

HOCKEY WAIRARAPA STRUCTURE

Hockey Wairarapa Association Committee



1. Summary

Purpose Hockey Wairarapa's purpose is to provide the environment and infrastructure to allow players, coaches, umpires, administrators, sponsors and supporters of all ages, to experience the fun and thrill of hockey at all levels of the game from primary school to the representative level through:

- Nurturing and fostering skills including leadership
- Exciting competitions
- Winning performances
- Being a forward thinking Regional Sports Organisation.

Values Hockey Wairarapa encourages all participants of our game to conduct themselves in a way that supports the following principles:

- hockey is a game for the whole family
- we encourage all participants, including sideline supporters to adhere to fair play values at all times
- we conduct ourselves with integrity in all our dealings with each other
- we are a forward thinking and participant focused sports association
- to act in a professional manner towards each other at all times.

Strategic Focus	High Performance and Competition	Coaching and Development	Facilities and Equipment	Participation and Relationships	Administration
Strategic Outcomes	1. Hockey Wairarapa Representative Teams strive to consistently be in the Premier Division.	1. Hockey Wairarapa will employ a Regional Development Manager who will develop, implement and oversee coaching and development programmes of the Association.	1. Hockey Wairarapa will ensure high quality playing and associated facilities are available.	1. Registered player numbers will be maintained and if possible increased across all categories.	1. The Hockey Wairarapa committee should endeavour to be regarded by key stakeholders as an effective and progressive custodian of the game.
	2. The Premier competition is a major step for our elite players towards higher recognition.	2. Our Regional Development Manager will introduce strategies to increase the number and standard of local umpires.	2. Hockey Wairarapa will strive to maintain enduring positive relationships with facility providers to ensure facility provision is ongoing and standards including safety are maintained.	2. Provide appropriate number of umpires, officials and coaching personnel for the players.	2. To have an Association that is well resourced, managed and financed.
	3. Hockey Wairarapa has a competition programme that provides athletes, coaches and umpires a pathway to succeed at the highest levels of Local, Regional and National competitions.	3. The Association provides resources and support, including hockey educational material and training for all coaches and managers when required.	3. Hockey Wairarapa will provide representative teams with a high standard of uniforms and kit bag.	3. Maintain effective communication and resources network between Hockey Wairarapa and all its stakeholders.	3. Hockey is appropriately funded to meet all strategic objectives.
	4. Hockey Wairarapa has the structure, culture and personnel to deliver a high quality performance programme for all players, coaches and umpires.	4. Training programmes will be implemented that are appropriate to the standards required at the various age group levels.		4. To have clear communication channels between members that allow all participants to have an input into the running of their sport.	4. Hockey Wairarapa to have a sound financial plan to ensure the financial future of the sport.
				5. To have a good working relationship with our neighbouring Hockey Associations, including Hockey NZ.	5. Hockey Wairarapa to be run with a clear focus on providing a valued service to our players.
					6. Communications between Hockey Wairarapa and its stakeholders are effective.
					7. Hockey Wairarapa is financially structured to ensure a viable, vibrant, sustainable future for hockey at all levels throughout the Region.
					8. Player registrations are successfully recorded to reflect participants playing hockey all year round.

2. Purpose

Hockey Wairarapa's purpose is to provide the environment and infrastructure to allow players, coaches, umpires, administrators, sponsors and supporters of all ages, to experience the fun and thrill of hockey at all levels of the game from primary school to the representative level through:

- nurturing and fostering skills including leadership
- exciting competitions
- winning performances
- being a forward thinking Regional Sports Organisation.

3. Values

Hockey Wairarapa encourages all participants of our game to conduct themselves in a way that supports the following principles:

- hockey is a game for the whole family
- we conduct ourselves with integrity in all our dealings with each other
- we encourage all participants, including sideline supporters to adhere to fair play values at all times
- we are a forward thinking and participant focused sports organisation
- to act in a professional manner towards each other at all times.

4. Strategic Objectives

4.1 High Performance and Competitions

1. Hockey Wairarapa Representative Teams strive to consistently be in the Premier Division.
2. The Premier competition is a major step for our elite players towards higher recognition.
3. Hockey Wairarapa has a competition programme that provides athletes, coaches and umpires a pathway to succeed at the highest levels of Local, Regional and National competitions.
4. Hockey Wairarapa has the structure, culture and personnel to deliver a high quality performance programme for all players, coaches and umpires.

4.2 Coaching and Development

1. Hockey Wairarapa will employ a Regional Development Manager who will develop, implement and oversee coaching and development programmes of the Association.
2. Our Regional Development Manager will introduce strategies to increase the number and standard of local umpires.
3. The Association provide resources and support, including hockey educational material and training for all coaches and managers when required.
4. Training programmes will be implemented that are appropriate to the standards required at the various age group levels.

4.3 Facilities and Equipment

1. Hockey Wairarapa will ensure high quality playing and associated facilities are available.
2. Hockey Wairarapa will strive to maintain enduring positive relationships with facility providers to ensure facility provision is ongoing and standards including safety are maintained.
3. Hockey Wairarapa will provide representative teams with a high standard of uniforms and kit bag.

4.4 Participation and Relationships

1. Registered player numbers be maintained and if possible to increased across all categories.
2. Provide appropriate number of umpires, officials and coaching personnel for the players.

3. Maintain effective communication and resources network between Hockey Wairarapa and all its stakeholders.
4. To have clear communication channels between members that allow all participants to have an input into the running of their sport.
5. To have a good working relationship with our neighbouring Hockey Associations, including Hockey NZ.

4.5 Administration

1. The Hockey Wairarapa Committee should endeavour to be regarded by key stakeholders as an effective and progressive custodian of the game. The key stakeholders are:
 - Clubs
 - Schools
 - Associations and Hockey NZ
 - Players/Coaches/Managers
 - Staff/Officials/Umpires
 - Sponsors
 - Media
 - Volunteers
 - Spectators
 - Turf Trust
 - Clareville A&P Society
2. To have an Association that is well resourced, managed and financed.
3. Hockey is appropriately funded to meet all strategic objectives.
4. Hockey Wairarapa to have a sound financial plan to ensure the financial future of the sport.
5. Hockey Wairarapa to be run with a clear focus on providing a valued service to our players.
6. Communications between Hockey Wairarapa and its stakeholders are effective.
7. Hockey Wairarapa is financially structured to ensure a viable, vibrant, sustainable future for hockey at all levels throughout the Region.
8. Player registrations are successfully recorded to reflect participants playing Hockey all year round.

5. Key Performance Indicators

5.1 High Performance and Competitions

Annual

1. Each age group is represented at Regional and National Tournaments. (15K)
2. Each representative age group team maintains a ranking within Division 1 national competition.
3. Hockey Wairarapa achieves a satisfaction rating of [75%] each year by players, umpires/coaches and managers.
4. Host annually at least one Regional/National Tournament

By the end of 2008

1. The U18 Boys Rep team regain Division 1 Tournament status.

By the end of 2010

1. All Hockey Wairarapa Rep Teams be in the top eight positions of Division 1.

5.2 Coaching and Development

Annual KPI

1. Arrange at least one coaching clinic for each age group, 13 and under. (4.5K)
2. Run a junior umpires programme. (1.5K)
3. Minimum of four umpires attend national tournaments. (2K)
4. Offer and organise “Kiwi Hockey” to all primary schools in our area. (4K)
5. Hold a junior goalies clinic. (0.5K)
6. To hold an elite training clinic for age groups 16 to 18 years. (3.5K)
7. Hold briefing and debriefing forums for Managers and Coaches. (0.7K)
8. Hold two satellite Minky Hockey programmes – north and south Wairarapa. (0.5K)
9. Hold two ‘Getting Started Coaches’ programmes – both 6 and 8 aside. (0.6K)
10. Hold one Level 1 coaching programme. (0.5K)

By end of 2008

- all representative coaches to hold a Level 1 certificate
- develop a skills information link on our Hockey Wairarapa website for coaches.

By end of 2010

- to have at least one umpire and coach to hold a Level 2 certificate
- to run three satellite Minky programmes.

5.3 Facilities and Equipment

Annual KPIs

- where possible all local Hockey to be played on Turf
- make provision in the annual accounts for Turf depreciation (32.4K)
- make provision in the annual accounts for Rep Kit depreciation (4.5K)
- make provision in the annual accounts for Manager/ Coach equipment (2K)
- grant funding is at least maintained at 30 to 40K per annum.

By End of 2008

- commission a Hockey Wairarapa website prior to the 2008 outdoor season
- report on the feasibility and funding for a second Turf in the Wairarapa
- report on the feasibility and funding for an upgrade to changing and catering facilities at Clareville.

By End of 2010

- implement a Turf upgrade to Clareville Turf if required
- Association to make a decision on commissioning a second Turf within the Wairarapa
- Association to make a decision on providing for an upgrade to changing and catering facilities at Clareville.

5.4 Participation and Relationships

Annual KPIs

- Playing numbers maintained or increase each year in each category:

- Juniors	720
- Secondary	440
- Clubs	380
	1,538

- number of teams participating at National Tournaments is maintained at ten
- achieve a satisfaction rating of (75%) by stakeholders.

By End of 2008

- registered player numbers are at least equal to the total above:

- Juniors	720
- Secondary	440
- Clubs	380
	1,538

- number of teams participating at National Tournaments is ten.
- 80 Minky players participating in hockey.

By End of 2010

- as above (with a declining youth population maintaining numbers may be the best outcome).

5.5 Administration

Annual KPIs

- administration budget met or bettered each year (Year 2007 – 110K)
- appropriate maintenance Turf budget set each year (Year 2007 – 12K)
- timely payment of Affiliation fees to Hockey New Zealand (Year 2007 – 26K)
- regular daily updates to website.

By End of 2008

- reserves of at least \$15K
- succession plans in place for Committee members and key staff.

By End of 2010

- reserves maintained to equal representative team grants
- representation at Executive and Committee level is maintained at eight.