Hockey Australia Strategic Plan

Hockey’s Winning Edge: 2014-2018
HOCKEY AUSTRALIA STRATEGIC PLAN

HOCKEY’S WINNING EDGE: 2014-2018

PURPOSE

- To achieve **success** with Australian teams
- To **grow** the game of hockey in Australia
- To **govern** the game of hockey in Australia

VISION

Our vision for this strategic plan will be achieved by:

- Consistent Australian team performance and team success at 14 benchmark events.
- Stronger business model by sustained profits through diversified revenue.
- Increased participation across all levels of hockey.
- Highest standard of governance across whole of sport.

VALUES: LEADERSHIP, INTEGRITY, EXCELLENCE & INCLUSION
PERFORMANCE TARGETS

VISION: CONSISTENT AUSTRALIAN TEAM PERFORMANCE AND TEAM SUCCESS AT 14 BENCHMARK EVENTS.

TARGET: 12 MEDALS AND 212 MEDALLISTS ACROSS BENCHMARK EVENTS FROM NATIONAL TEAMS.

PERFORMANCE DRIVERS

» Athlete Pathway: Athlete individual performance targets reached across all athlete categories.

» Athlete Performances: Current cycle and future cycle athletes are meeting individual benchmark event targets.

» Coaching: National coaches and future coaches meet individual performance targets.

» Daily Training Environment (DTE): Athletes, coaches and support staff rate DTE support as meeting their requirements.

» Decentralised Programs: Australia wide talent identification and development programs underpinning and supporting centralised program.

» Improved Athlete Support: Facilities, financial returns and non hockey support for the athletes has improved.

» International Competitions: For each program, the minimum number of international matches per year is reached.

» Leadership: Individual performance plan targets achieved from all staff within leadership team.

» Research and Innovation: New projects implemented per year within high performance program.

» Sports Science: National squad athletes available for selection at benchmark events.

» Training Camps: Regular quality centralised and network camps and other initiatives.

» Winning: Regular success at all international events and tests.
PERFORMANCE TARGETS

VISION: STRONGER BUSINESS MODEL BY SUSTAINED PROFITS THROUGH DIVERSIFIED REVENUE.

TARGET: COMMERCIAL REVENUE 50% OF TOTAL REVENUE.

PERFORMANCE DRIVERS

» Australian Sports Commission (ASC): Increasing ASC funding through targeted projects towards stated goals and resource gaps.

» Australia’s Winning Edge: Both national programs to be at the highest funding classification.

» Commercial Revenue: Strategy to grow existing revenue and create new revenue assets and opportunities.

» Cost Management: Continuous review of expenditure to ensure it is appropriately spent in areas of strategic importance.

» Exposure: Specific media and communication strategies to increase TV viewers, website traffic and digital media followers.

» International Events & Matches: Calendar of profitable events across International Hockey Federation (FIH) approved events, test matches and other newly created events.

» Marketing and Promotion: Agreed annual marketing and promotion plans for the sport, including improved quality of services offered by Hockey Australia integrated throughout the sport.

» Profit Modelling: Consistent and accurate yearly forecasting and future forecasting financial model.

» Reserves: Increased cash reserves to support the sport’s growth and provide long term stability.

» TV Rights: New competition strategy aimed at generating a net return TV rights deal.
PERFORMANCE TARGETS

VISION: INCREASED PARTICIPATION ACROSS ALL LEVELS OF HOCKEY.

TARGET: 250,000 REGISTERED HOCKEY PARTICIPANTS.

PERFORMANCE DRIVERS


» Clubs/State Associations: To promote the education, health and safety of members and all other participants in hockey.

» Development Pathways: Players, coaches and officials development strategies that grow quantity and quality of each group.

» Facilities: To develop and lead with State Associations a complete facilities strategy.

» Hockey5s: Implement Hockey5s and other less formal formats to increase participation of social and new players.

» Hookin2Hockey: High quality introductory program for kids, providing exceptional value.

» Masters, Indoor and Country Hockey: Provide services and initiatives to increase the quantity of players and the quality of experience.

» National Database: National database program that supports reporting and customer engagement that is the no.1 system in National Sport Organisations.

» Schools: Targeted programs to increase participants through school competitions and other programs.
PERFORMANCE TARGETS

VISION: HIGHEST STANDARD OF GOVERNANCE ACROSS WHOLE OF SPORT.

TARGET: TOP 3 RANKED AUSTRALIAN NATIONAL SPORTING ORGANISATION.

PERFORMANCE DRIVERS

» **Australian Stakeholders**: Clearly articulated and agreed partnership agreements and understanding with all our key stakeholders and State Associations.

» **Commonwealth Games**: To proactively work with the Australian Commonwealth Games Association to play a leading role at Gold Coast 2018.

» **Governance**: All areas within Hockey Australia to maintain high governance and risk management responsibilities aligned with ASC.

» **Hockey Legacy and History**: Appropriately recognise the past through recognition programs and events.

» **International Responsibilities**: Lead global sport improvements and align with FIH and Oceania to improve our position within each organisation.

» **Long Term Projects**: Identify and deliver three key projects during the life of this plan that will impact on the next Strategic Plan.

» **National Championships**: National competitions reflective of the commercial, participation and high performance strategic aims.

» **National Policy Framework**: Complete, well communicated and regularly reviewed policies across hockey at agreed 12 month intervals.

» **Olympic Games**: To proactively work with the Australian Olympic Committee to play a leading role at Rio 2016.

» **Whole of Sport**: Investment in projects to improve the sport and achieve greater efficiencies and effectiveness.
BRAND CULTURE

NATIONAL SPORTING ICON. Fast, tough, athletic and successful. An Australian sporting icon. Fast, present and for the future. We never just compete. International team sport. Australia's most successful.

COMMUNITY SPORT. A game for life. A game for everyone.

MEDALLISTS. Olympic, Commonwealth and realistic Olympic world and potential.

FAST & TOUGH. A game for life. A game for everyone.

GOLD. Most successful.

OLYMPIC. International team sport. Australia's most successful.

WIN EVERS. We never just compete. International team sport. Australia's most successful.

SUCCEESSFUL. Fast, tough, athletic and realistic.

ATTRACTIVE TEAM SPORT. A game for life. A game for everyone.

COMMUNITY SPORT. A game for life. A game for everyone.

FAST, TOUGH, ATHLETIC AND SUCCESSFUL. Most successful. Fast, tough, athletic and realistic.

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Hockey Community
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