

STRATEGIC DIRECTIONS 2019-2022



Lower Great Southern Hockey looks to continue their growth and expansion of hockey in the region, through the strong support of the clubs, players and all volunteers.



www.lgshockey.asn.au

CONTENTS

1. Introduction.....	3
2. Background – LGSH Association.....	3
Lower Great Souther Region	3
Regional Structure	4
Facilities.....	4
3. SWOT AND PESTLE	5
4. Our Key Challenges.....	6
Rising costs.....	6
Transition from Juniors to Seniors	6
Time Challenged Volunteers.....	6
Growth and Transition	6
A Club Culture.....	6
Cost to Play	6
5. Vision	7
6. Purpose.....	7
7. Values and Principles.....	7
8. Key Priority Areas	7
9. Governance Structure – from 2019	9
10. Strategic Alignment.....	11
11. Priority Area 1: Leadership and Governance.....	13
12. Priority Area 2: Player Pathways.....	15
13. Priority Area 3: Coaches and Umpires.....	16
14. Priority Area 4: Communication and Promotion	17
15. Priority Area 5: Volunteers.....	18
16. Priority Area 6: Facilities.....	19

INTRODUCTION

This plan provides a framework for the direction of Lower Great Southern Hockey for the next four-year period (2019 – 2022). It outlines the key areas identified by the Executive Committee and key volunteers, following a Strategic Directions workshop in 2018. It has been further refined by the committee with support from an external facilitator. It included a review of our previous strategic plan (2012 – 2015) and alignment with the Hockey WA Strategic Plan (2015 – 2020).

Key areas of importance over the next four years include:

1. **Governance and Leadership** – provide leadership, direction and financial sustainability;
2. **Player Pathways** – provide opportunities to all players to achieve their potential;
3. **Coaches and Umpires** – increase the quality and quantity of coaches and umpires;
4. **Communication and Promotion** – raise awareness and improve communication within and around the Association;
5. **Volunteers** – provide an environment and culture that attracts and supports volunteers; and
6. **Facilities** – develop and maintain facilities which allow hockey to grow.

BACKGROUND - LGSH Association

Lower Great Southern Region

The Lower Great Southern is situated within the Great Southern region, incorporating the City of Albany and the Shires of Denmark, Plantagenet and Cranbrook. The City of Albany is home to 60% of the region's population with the Shires of Denmark (10%), Plantagenet (8%) and Katanning (7%) being the other larger communities.

The Lower Great Southern is about 360km south of Perth and covers an area of 14,828km² with 330km of coastline. It comprises some of the most productive agricultural land in the State. The region is also recognised as a major residential and tourist destination. The Lower Great Southern catchment population is approximately 46,00 (or 80% of the Great Southern region). Since 2006, Albany (16%), Denmark (30%) and Plantagenet (13%) experienced significant population growth, while some of the smaller communities showed slight population decline. Overall, from 2011 to 2016 there has been a 3% increase in population across the Lower Great Southern region. While the factors driving these changes are important this plan does not aim to assess them; however, it is necessary to be aware that these demographic changes will influence the delivery of hockey in the Lower Great Southern.



Regional Structure

Lower Great Southern Hockey Association (LGSHA) was established in 1990 when the Lower Great Southern Men's Hockey Association and the Albany Women's Hockey Association merged. LGSHA is a not-for-profit Association under the Associations Incorporation Act (2015) and an affiliate member of Hockey WA and Hockey Australia. The Lower Great Southern Hockey Association supports the delivery of hockey in the three Local Government areas of City of Albany, Shire of Plantagenet and Shire Denmark with member clubs from Albany, Mt Barker, Denmark, Manypeaks and the surrounding areas.

In the 2019 season there were a total of 670 players registered, made up of 250 senior players and 420 junior players (approx. numbers).

The table below summarises the breakdown of Clubs, teams and players within the LGS Hockey Association as at 2019:

LGA	Club/Group	Approx. Adult Player Numbers	Approx. Junior (under 18) Player Numbers
City of Albany	Vikings	60	80
	North Albany	50	10
	GSG	10	180
	Spencer Park	60	30
	Manypeaks	25	
	Bethel		45
	ASHS		15
Shire of Plantagenet	Mt Barker	60	60
Shire of Denmark	+ currently players within teams above		

Facilities

The LGS Hockey Association, in arrangement with the City of Albany and Shire of Plantagenet make use of the following facilities:

- Centennial Park – Hockey turf and grass fields and the Lower Great Southern Hockey Association Clubrooms.
- Souness Park – Hockey turf and Plantagenet Sporting Club facilities



SWOT & PESTLE

	Strengths	Weaknesses
Internal Environment	Number of state representatives – based on the size of the Association	Structure - Large club trying to move towards Association structure
	Player numbers	Board level experience – moving from club based to Association, operational to strategic
	Strong financial position	Lack of specialised skills training for all player pathways
	Strong junior to senior player pathway	Quality and quantity of coaches at grass-roots level
	Small group of quality coaches that guide talented players (TAP)	Lack of player re-investing back into the Association
	New Turf - 10 Years' life	Structure - Large club trying to move towards Association structure
		Board level experience – moving from club based to Association, operational to strategic
		Lack of specialised skills training for all player pathways
		Quality and quantity of coaches at grass-roots level
		Lack of player re-investing back into the Association
	Opportunities	Threats
External Environment	Use of locally trained and qualified coaches	Competitive cost to play other sports (subsidised)
	Use of facilities for expanded social activities	Low volunteer numbers – number of societal factors
	Regional opportunities – host regional/ national event	Mixed socio-economics of region
	City of Albany and promotion of tourist benefits	Loss of youth - moving for studies
	Purchase and loan of equipment	
	Donation drive – pool of equipment for loan	
	External hockey providers not delivering training	

Based on the SWOT and a PESTLE environmental analysis undertaken during the workshops and discussions with the Committee the following were identified as key challenges and opportunities for the LGSHA:



OUR KEY CHALLENGES

Rising costs

Our ageing facilities require ongoing maintenance and upkeep, with costs continually rising. We need to be upgrading our facilities for the future through a careful, planned and staged approach to ensure we can meet the needs of our current and future players. We need to be providing quality facilities, in line with our regional profile.

Transition from Juniors to Seniors

Helping our younger players make the transition from junior to senior ranks is important for our long-term success. Creating a stronger link between schools and clubs; through recognised player pathways – no matter their age or talent is essential for our players and our clubs.

Time Challenged Volunteers

Our volunteers are the backbone of our Association. Without them we don't have a sport. We need to identify the right people, provide adequate training, clear roles and most importantly, recognise their contribution. Encouraging 'more people to do less' is the culture we are working towards.

Growth and Transition

We have grown from an Albany-centric club to a large regional Association. As we continue to grow and expand our horizons, active engagement of all clubs, volunteers and players within the region will be important. Ensuring our governance structure is robust and representative will be important.

A Club Culture

The strength of our Association lies in the stability and base of our clubs and the players. Ensuring all clubs provide pathways for players – from juniors to seniors and creating strong connections with schools is essential. With such a large volunteer base, across our 'club community' we want a consistent, fair and family friendly environment. We all have a role to play in creating a positive environment, for everyone

Cost to Play

The cost to play hockey can be a 'perceived' or real barrier to participation – particularly for juniors and families. Linked to this is the loss to other sports, who are seen to be 'cheaper' options. Ensuring our sport offers value for money, incentives and flexibility in membership options to encourage 'hockey for all'.



VISION

Our vision remains **'Hockey for All'**

PURPOSE

We are a Regional Association which aims to support all hockey players and clubs to reach their potential, to provide an enjoyable environment making use of the best facilities.

VALUES & PRINCIPLES

- **Inclusive Participation** – we will look out for and encourage all players. We will work for the common good of the sport.
- **Open Communication** – we will encourage open and transparent communication
- **Creative and Solution Focused** – we will be proactive, flexible and look for sustainable positive solutions
- **Teamwork** – we will share the load and work as a unified team.

Photo Credit - Albany Advertiser



KEY PRIORITY AREAS

This document provides a framework for the development of the LGSHA in the following six key priority areas.

	LEADERSHIP & GOVERNANCE	Provide leadership, direction and financial stability
	PLAYER PATHWAYS	Provide opportunities to all players to achieve their maximum potential
	COACHES & UMPIRES	Increase the quality and quantity of coaches and umpires
	COMMUNICATION & PROMOTION	Raise awareness & improve communication within & around the Association
	VOLUNTEERS	Provide an environment and culture that attracts and supports volunteers
	FACILITIES	To develop and maintain facilities which allow hockey to grow

Work has commenced on each Key Priority Area - developing some objectives and actions (see Sections 11 - 16). These are currently in draft and will require endorsement from the new Executive Committee in 2019, to then be actioned and implemented by the Executive Committee and Portfolio's, with support from all Clubs, teams and members.

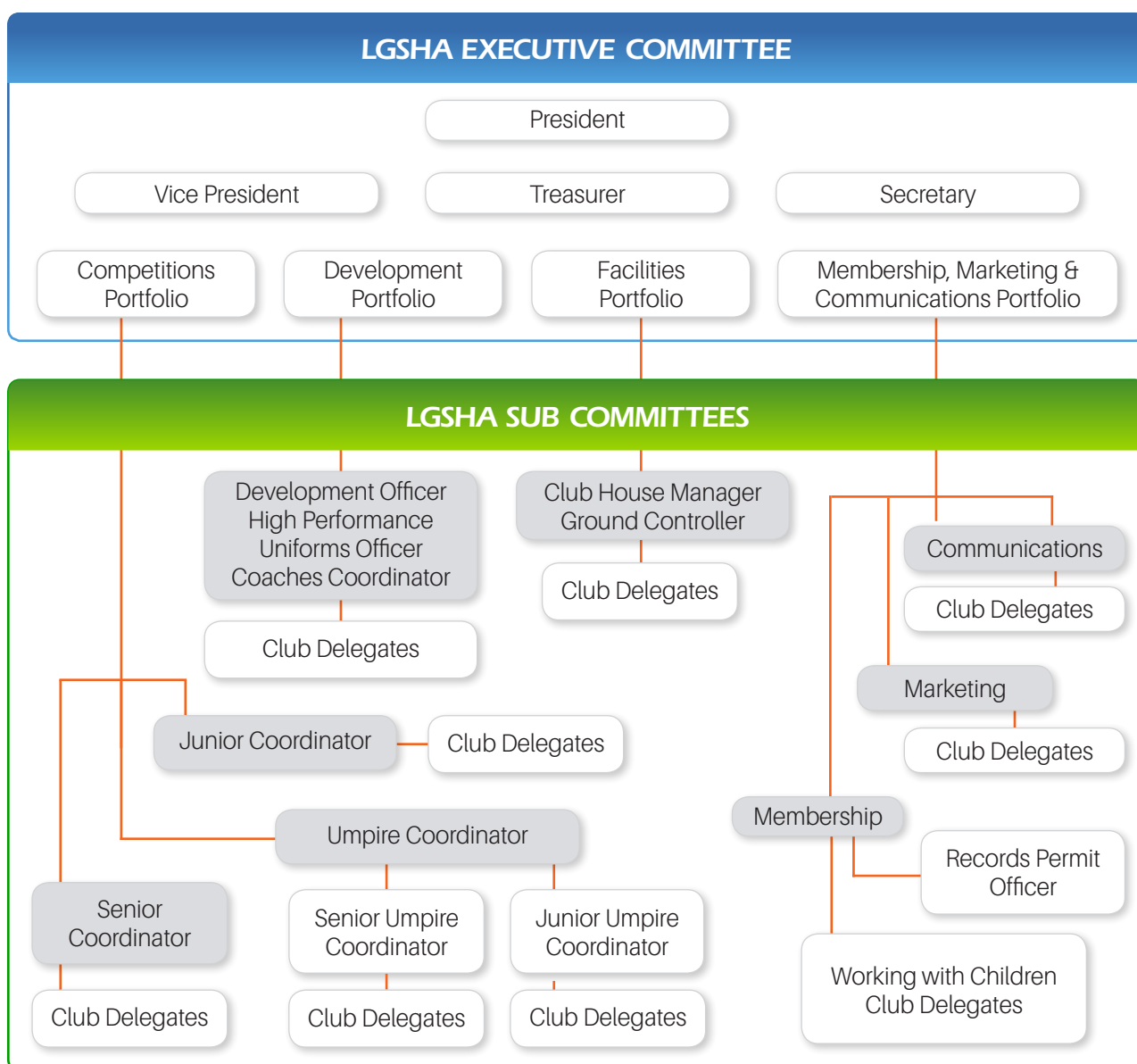


GOVERNANCE STRUCTURE - from 2019

Following the AGM in 2018/2019 and as part of this Strategic Directions work, the structure of LGHA has moved to a more strategic model, with an overarching Executive Committee, portfolios and recognised Member Clubs (and club delegates). The structure is an attempt to stream-line and share the load of the volunteer base and will continue to evolve to meet the needs of the LGHA.

In 2019 the Executive Committee consists of four Office Bearers (President, Vice President, Treasurer and Secretary) and four portfolio areas (Competition, Development, Facilities and Membership/Marketing/Communications) with Portfolio Directors linked to the Executive Committee. Each of the portfolio's is developing sub-committees and volunteers with specific roles in the operations and delivery of hockey in the Lower Great Southern Hockey Association. The structure will be reviewed annually as covered in Section 11.

Clubs will be supported to become incorporated and have a stronger identity in their own right. This will require a transition over a few years, as currently under the existing structure the membership is a mixture of Clubs, school teams and individual members.



STRATEGIC ALIGNMENT

At a strategic planning level LGSHA identified and incorporated the following important alignments with key stakeholders.

Organisation	Strategic Direction	Document/ Link	LGSHA Focus Areas
Hockey WA 	Pillar 1 – Participation, People and Culture: • Increase player, coach and official participation • Support and enable healthy, sustainable clubs and Associations • Support growth through motivated, engaged and empowered volunteers • Develop and Maintain an inclusive and family orientated culture Pillar 4 – Governance & Sustainability • Secure financial stability for Hockey WA, Clubs and Associations • Develop strong governance processes within Hockey WA, Clubs and Associations • Ensure the effective use of technology for Hockey WA, Clubs and Associations Pillar 5 – Partnerships & Strategic Alliances • Maintain strong working relationships with and maximise funding opportunities • Maximimise the opportunities for participation growth, profile, image and brand from HA activities.	Hockey WA Strategic Initiative (DRAFT)	Player Pathways Volunteers Coaches and Officials Leadership & Governance Communication & Promotion Leadership & Governance Communication & Promotion Facilities
DLGSCI 	Integrity and Values: embedding sport through participation, sportsmanship, teamwork, discipline and leadership. Commercialization: Public investment in sport & recreation organizations should factor in their capacity to source commercial revenue Life Stage Participation: Expanding initiatives and adapting successful concepts to stimulate healthier and socially beneficial outcomes for our community. Vital Volunteers: Volunteer-based programs are a cost-effective approach to service delivery, making organized activities accessible, well- run and inclusive.	SD6: Strategic Directions for the Sport and Recreation Industry 2016-2020	Leadership & Governance Volunteers Facilities Player Pathways Volunteers Coaches & Officials



Organisation	Strategic Direction	Document/ Link	LGSHA Focus Areas
Hockey Australia 	Participation Growth – increased Participation across all levels of hockey Highest standard of governance across whole of sport Players, coaches and officials development strategies that grow quality and quantity of each group.	Hockey Australia Strategic Plan Hockey's Winning Edge 2014 - 2018	Coaches & Officials Player Pathways Leadership & Governance
City of Albany 	Community Health and Participation: Obj 4.1 To build resilient and cohesive communities with a strong sense of community spirit Obj 4.3 To develop and support a healthy inclusive and accessible community Smart Prosperous and Growing Obj 2.3 To develop and promote Albany as a unique and sought after visitor location	Albany 2030 Community Strategic Plan	Player Pathways Leadership & Governance Volunteers Facilities



PRIORITY AREA 1



LEADERSHIP & GOVERNANCE

Provide leadership, direction and financial stability

Outcome	Strategies (Actions)	Performance Indicators (Results)	Responsibility	By When	Priority	\$\$
Strong, well governed and legally compliant clubs	1. Support clubs with steps towards becoming incorporated 2. Support clubs with development of constitutions 3. Support club with financial management 4. Support clubs with WWCC compliance	1. Consultant appointed to support clubs 2. Clubs provide proof of Incorporation 3. Sessions run 4. Pre-season info pack provided to clubs	1. President/VP 2. Secretary 3. Treasurer/Exec 4. DO/Secretary	Jan 2020 Annually – prior to season start	HIGH	
LGSHA compliant with all relevant legislation	1. Update LGSHA Constitution to meet new Association Inc. Act (2015) 2. Make constitution, policies and bylaws available on-line for members 3. Update by-laws 4. Currency of RSA and Approved Manager Certification confirmed	1. Constitution lodged 2. All docs available online 3. All docs available online 4. All LL requirements met 5. Documents held by Exec	1. President 2. Secretary 3. Secretary & sub-committee 4. President 5. Facilities to Secretary	Jan 2019 Jan 2020 Jan 2020	HIGH	
'Best Practice' Governance practices for Executive Committee	1. Support Governance training for Exec committee 2. Establish Induction for all new Exec Members 3. Develop an agreed Board Charter – including board functions, lines of authority, board powers and responsibilities, meeting protocols 4. Job Descriptions for all Committee members developed and available online 5. Undertake annual Board Check-in on performance and improvement 6. Undertake audit of all policies and procedures	Exec evaluation undertaken Exec satisfaction survey Induction completed for all new Exec members Success plan in place	1. President 2. Secretary/Pres 3. President/Exec 4. Secretary/IT 5. President/Exec 6. Secretary & working group	Jan 2020 Jan 2021 Jan 2019 Jan 2021 Annually Jan 2021	HIGH MEDIUM HIGH MEDIUM MEDIUM MEDIUM	
Lease Arrangements	1. Confirm lease arrangement with City of Albany 2. Regular contact with City of Albany to discuss facility	1. Lease agreement in place 2. Meetings with COA	1. President	Jan 2020	HIGH	



PRIORITY AREA 1: LEADERSHIP & GOVERNANCE cont.

Goal: To provide leadership, direction and financial stability

Outcome	Strategies (Actions)	Performance Indicators (Results)	Responsibility	By When	Priority	\$\$
State and National Affiliation	1. Seek opportunities to engage and communicate with Hockey WA	Annual report sent to WA Hockey	1. President & Exec	Ongoing	HIGH	
	2. Annual report on strategic achievements sent to Hockey WA	Annual Hockey WA visit		Prior to each season	HIGH	
	3. Annual invitation for regional visit or reciprocal meetings	Policy review & updated completed	5. Secretary	Prior to each season	HIGH	
Strategic Planning	4. Ensure LGSHA aligns policies and procedures with Hockey WA					
	5. Seek confirmation from Hockey WA on services and insurance cover for affiliation fees					
	1. Undertake SWOT and PESTLE with new Board	1. Internal and External analysis completed	All Exec	By end 2019	HIGH	
Risk Management	2. Finalise Strategic Plan (2018 – 2021)	2. Strat plan adopted	Pres/Secretary	By Aug 2019		
	3. Incorporate Strategic Plan into Executive Committee agenda and meetings	3. Standing agenda item for Exec.	President	Ongoing At AGM		
	4. Annual report on strategic plan achievements included in AGM and Committee reports	4. Report at AGM				
Financial Management	1. Establish a Risk Management Plan	1. Plan established	1. Exec with external support?	Feb 2021	MEDIUM	
	2. Review and update plan annually	2. Plan actioned	2. All Exec			
		3. Review undertaken	3. President			
	1. Establish and review budget to ensure spending in line with strategic directions	1. Budget established post AGM	Treasurer and Exec	Annual - post AGM	HIGH	
	2. Income streams reviewed and confirmed	2. Budget standing item at Exec meetings		All Exec meetings		
	3. Financial streams continually reviewed and discussed	3. Use of financial dashboard				
	4. Establish and maintain sound financial practices in line with constitution and best practice guidelines.					

PRIORITY AREA 2



PLAYER PATHWAYS

Provide opportunities to all players to achieve their maximum potential

Outcome	Strategies (Actions)	Performance Indicators (Results)	Responsibility	By When	Priority	\$\$
Clear player pathway and competition to support players	1. Clubs to provide team structure to allow transition through grades 2. Annual Review age group structures 3. Fixturing to encourage players to play in appropriate grade 4. Retention supported through identified pathways 5. Explore incentives to support juniors into programs 6. Explore school holiday programs 7. Continue Masters/Seniors Summer Modified competition	Annual review undertaken Use of database to track junior/youth players Comp delivered Number of players	Junior and Competitions Competition	Annually Annually	HIGH MEDIUM	
Talent pathways in place for aspiring players	1. Support and transition identified talented players from regional to state level 2. Trial Development Squads (off season) 3. Review and confirm support for representative teams/players from LGHSA	Contact with Hockey WA Number of rep. players/teams Policy established for rep players/teams	Executive and Development	By end of 2020	MEDIUM	
Supported player development	1. External Coaching Clinics 2. Investigate the delivery of Specialist skills coaching clinics (eg goal keeping, tackling, specialist strikers) 3. Explore the purchase and hire/use to 'entry level' kits of equipment for new/junior players	Courses delivered Survey to members/ Clubs	Development/ DO Development	Sept 2019 and set annually Feb 2020	HIGH MEDIUM	
Development Officer	1. Identify and support the delivery of agreed Key Performance Indicators for the DO, in line with the strategic directions and Hockey WA Directions	Formal review completed with DO Report submitted with AGM Annual review undertaken	President Development	Annually	HIGH	

PRIORITY AREA 3



COACHES & UMPIRES

Increase the quality and quantity of coaches and umpires

Outcome	Strategies (Actions)	Performance Indicators (Results)	Responsibility	By When	Priority	\$
Clearly defined coach and umpire pathways which provide support for all level of players	Deliver opportunities for coaches and umpires including: 1. Accredited courses for coaches and officials offered locally 2. Development for capable and competent junior umpires through mentor support. 3. Promote and existing pathways for coach and referee development	Regional Courses promoted Regional Courses delivered No. of Junior umpires Pathways promoted No of clubs/members trained	DO	Annually	HIGH	\$1,500 annually
Informed and skilled Umpires and Coaches	1. Regular Coach meetings and umpire briefs 2. New committee role for junior/senior umpire coordinators 3. Establish calendar of training and invite external providers to run workshops for coaches and umpires (Hockey WA) 4. Build relationships with other regions to promote and combine access to workshops	Briefing sessions held Committee positions filled Regional courses delivered No of clubs/members trained	Competitions and Exec DO DO/Exec	By 2020 Annually	HIGH	
Club Initiatives to encourage 'entry level' coaches and umpires	1. Support clubs to have minimum no of entry level umpires and coaches 2. Explore club level incentives/rewards	No of clubs/members trained	Competitions and Clubs	By end 2020	MEDIUM	



PRIORITY AREA 4

COMMUNICATION & PROMOTION

To raise awareness and improve communication within and around the Association

Outcome	Strategies (Actions)	Performance Indicators (Results)	Responsibility	By When	Priority	\$
Consistent and expanded information flow within LGSHA	1. Identify social media contact/volunteer - dedicated role 2. Ensure multiple pathways for distribution of social media	1. Social media role filled (volunteer or paid) 2. Survey to members on social media use/access	1. Promotions/Comms 2. Promotions/Comms	Prior to each season	HIGH	
Open and transparent communication through Clubs	1. Improve dissemination of info via club delegates 2. Clarity and acceptance of role and responsibilities of delegates 3. Monthly reports to Exec and AGM posted on website for all key committee members 4. Regular meeting (general meeting) for club delegates held 5. Link LGSH webpage with club's webpages and social media	1. Survey to Clubs and members 2. Feedback from delegates 3. Survey to committee 4. Feedback from delegates 5. Survey to members on social media use/access	1. Secretary 2. VP 3. Secretary 4. VP/Secretary 5. Promotion/IT Ongoing	Ongoing Ongoing Alternate meetings By end 2020	HIGH HIGH HIGH HIGH MEDIUM	
Sponsorship & Advertising	1. Signage and advertising reviewed annually 2. Confirm current sponsors and sponsorship agreements 3. All Sponsorship contracts established, implemented and managed 4. Prioritise sponsorship and partnership for new purchases 5. Sponsorship and advertising policy established	1. Annual signage review undertaken and report to Exec 2. Sponsorship Agreements in place and annual review undertaken 3. Policy established and online	1. Promotions 2. Promotions 3. Promotions/Exec 4. Promotions/Exec	Before each season Before each season	HIGH HIGH HIGH HIGH	



PRIORITY AREA 5



VOLUNTEERS

Provide an environment and culture that attracts and supports volunteers

Outcome	Strategies (Actions)	Performance Indicators (Results)	Responsibility	By When	Priority	\$\$
Trained and Supported Volunteers	1. Identify roles for volunteers within Association 2. Identify Volunteer Coordinator for LGSHA 3. Develop Job Descriptions for volunteer roles	Key Job Descriptions established Induction pack and training provided	Exec Membership	By end 2020	HIGH	
	1. Continue to refine volunteer/membership database to identify vol's skills and opportunities 2. Consider Targeted campaign and direct approach to establish volunteer base 3. Annual survey of members/volunteers determine needs, concerns, satisfaction and support required 4. Targeted approach to members with specific skill sets	Volunteer information accessed from data base Volunteer positions filled Annual survey completed	Exec Membership	By end 2020	HIGH	
Supportive volunteer environment - inclusion and recognition	1. Volunteer Recognition and Acknowledgement at social function (VIP's) 2. Information Packs and resources to support volunteer positions 3. Confirm access and use of social media to communicate to volunteers 4. Consider re-instating youth committee to engage next generation of volunteers	Volunteer recognition held with existing player events Volunteer Information packs provided Survey to youth	Exec Membership Junior Coordinator	By end of 2020 Annually By 2020	MEDIUM	



PRIORITY AREA 6

FACILITIES



To develop and maintain facilities which allow hockey to grow

Outcome	Strategies (Actions)	Performance Indicators (Results)	Responsibility	By When	Priority	\$
Long term Facility Planning	1. Continue to support COA with future hockey/tennis joint-share and/or co-location facility planning for 10 years+. 2. Discuss and engage with Hockey WA on regional facility needs. 3. Establish a Future Facility sub-committee to review and make recommendations 4. Seek feedback from members to determine infrastructure requirements (current and future), as part of proposed COA hockey/tennis joint-share and/or co-location facility 5. Continue to collaborate with LGAs and schools for joint-share opportunities 6. Identify and explore potential funding and grant pools 7. Develop longer term (by 2025) wish list for regional hockey facilities Consultation with key-stakeholders (COA, Hockey WA)	Facility Futures sub-committee established Collaboration and engagement with key stakeholders Funding and grants secured	Executive overseen and coordinated by Facilities Director	End of 2020	MEDIUM	
Current Asset Maintenance Turf	1. Include current and future turf costs into the annual budgets 2. Contribute towards Sinking fund (with COA) for turf maintenance/replacement on current asset 3. Continue to review and manage mixed use of turf and grass fields to maintain 10-year viability.	Turf included in budget and assets Contributions supported	Treasurer and Exec Fixtures committee	Before season start 2020	HIGH	



PRIORITY AREA 6: FACILITIES cont.

Outcome	Strategies (Actions)	Performance Indicators (Results)	Responsibility	By When	Priority	\$\$
Current Asset Club House Maintenance & Improvements	1. Continue to monitor current operating costs and overheads for the Clubhouse 2. Complete audit to identify maintenance requirements 3. Prioritise maintenance requirements based on future needs	Regular reporting to Executive Report to AGM Priority list actioned	Facilities Director/ President Treasurer	By end of 2019 Ongoing	HIGH	
Spectator Amenities	1. Explore opportunities to enhance spectator facilities through survey to players and visitors	Survey completed	Facilities Director and Exec. Comms	By end of 2020	MEDIUM	
Improved Social Atmosphere	1. Identify opportunities to create an improved social atmosphere at clubhouse 2. Establish social sub-committee 3. Explore good social events/activities from other associations	Number of events held Survey from members/ Clubs Turn over Bar/Catering	Executive Committee Social Sub-committee	By end of 2019 For start of 2020 season	MEDIUM	



Barker Rd, Albany
PO Box 39, Albany WA 6331



0429 920 288



secretary@lgshockey.asn.au
www.lgshockey.asn.au