



STRATEGIC PLAN 2018-2023

Our Mission: *To create opportunities for all participants to enjoy hockey at their chosen level.*

Our Vision: *To provide the best hockey experience in New Zealand.*

VALUES:

- Participation and membership focused
- Whanau (Family) focused Hockey Community
- Safe Environment where members look out for each other
- Respect shown for our People and Facilities
- Aspire to Achieve by encouraging all to reach their goals
- Accountability - Everyone owning the decisions they make



Strategic Outcome	What impact do we want	What do we want to achieve by 2023
Grow and Sustain the Hockey community	<ol style="list-style-type: none"> 1. More people participating and enjoying playing hockey 2. Hockey provided at every life stage from Fun Sticks to Masters 3. Innovative game formats are making the game more enjoyable for more people 4. Hockey is accessible to people throughout the Northland area 5. Improved Volunteer, Coach, Umpire and Player experiences through up-skilling and support opportunities 6. Strong ties with Tai Tokerau Maori Hockey 	<ol style="list-style-type: none"> 1. 3% annual growth in registered Whangarei players 2. 5% annual growth in number of participants in summer social & school programs 3. 5% annual growth in hockey programmes as a result of Northland Hockey-BOI Hockey partnership 4. Turf usage spread across 7 days per week (increased participation and facility utilisation) 5. Collaborative school and Council partnerships (Masters, Tai Tokerau, JMC, Club) are delivering hockey programmes to targeted population groups 6. Annual school cluster competitions are held in satellite centres accessible to Northland communities 7. Appropriately skilled umpires are provided on senior games at their own ability level 8. An online Coach resource is accessible to every hockey coach in Northland
Strengthen the Business	<ol style="list-style-type: none"> 1. The whole team is travelling in the same direction 2. The financial impact of competitions is positive 3. The Northland Hockey brand is positive and widely recognised 4. Feedback on communication from Northland Hockey to clubs and from clubs to members is positive 5. A positive relationship between Northland Hockey and clubs (based on member survey responses) 6. Systems and support structures provide efficient and effective operational delivery 7. Competent, enthusiastic volunteers involved in organisation and delivery of the game 	<ol style="list-style-type: none"> 1. Alignment between the strategic plan, business plan, marketing & communications plan, and CEO and staff KPIs 2. A succession plan for staff, board and council provides continuity of service 3. A long-term financial plan is established 4. 'Value for money' propositions are developed for all hockey programmes 5. An online shop is delivering a service to members and promoting the Hockey Northland brand 6. 70% of survey respondents are satisfied with the quality of Northland Hockey systems, support structures and communication 7. A healthy relation is maintained with funding partners and sponsors 8. 15% 'new business' growth in sponsorship income levels is achieved
Successful Onfield Performance	<ol style="list-style-type: none"> 1. Talented players, coaches and umpires have a pathway from entry level through to national and international success 2. Northland coach and umpire programmes are aligned with National Hockey Coach and Umpire programmes 3. Northland Hockey's reputation for hosting quality events continues 4. Northland Hockey acknowledges its highest performing athletes 	<ol style="list-style-type: none"> 1. Multi-tiered development programmes are established at age and stage appropriate levels for coaches, umpires and players 2. Coaches are appointed for all Premier, Reserve Grade and representative teams 3. Northland is consistently fielding representative teams aligned with Hockey NZ's strategy and plan 4. Northland Hockey representative teams are consistently placing in the top 8 5. Northland is hosting annual tournaments of national significance
Facilities	<ol style="list-style-type: none"> 1. There are sufficient hockey turfs to meet the growth targets 2. There are sufficient facilities for playing hockey in Northland to meet the sports needs 3. There are adequate ancillary facilities to meet the sports needs 4. An asset management plan links with the long-term financial plan 5. Partnerships with Whangarei District Council Parks department are positive 	<ol style="list-style-type: none"> 1. A competent and engaged facilities committee continues to future proof facilities 2. An Asset Management Plan is updated annually and guides work to maintain the Kensington complex 3. The WDC long term plan includes provision for a 4th turf at Kensington or for an additional turf to be provided in partnership with a local school 4. Redevelopment of the grandstand is progressed to provide enhanced ancillary facilities 5. A video tower is provided to enhance safety