



# STRATEGIC PLAN

## 2017 – 2022

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## BACKGROUND

### Regional Structure

South West Hockey Association is a not for profit incorporated organisation and is an associate member with Hockey WA and Hockey Australia as the peak body.

The South West is located in the south-western corner of Australia and covers an area of nearly 24,000 square kilometres. The South West is the most populated region outside Perth. The estimated residential population of the South West was 170,000 in 2013 and is predicted to rise to 217,000 residents by 2023.

The South West is made up of 12 local government authorities: Augusta-Margaret River, Boyup Brook, Bridgetown-Greenbushes, Bunbury, Busselton, Capel, Collie, Dardanup, Donnybrook-Balingup, Harvey, Manjimup and Nannup.

The South West Hockey Association supports incorporated Local Associations and clubs in the objectives of regional servicing in the 12 local government authorities that make up the South West. Local Associations include; Boyup Brook Hockey Council, Bunbury & Districts Hockey Association, Busselton Hockey Stadium, Collie Women's, Men's & Junior, Warren Women's Hockey Association.



### Facilities

#### South West Strikers

The South West Strikers are south west representative regional teams in the Hockey WA Metro Promotion Competition and the Bunbury, Busselton and Collie artificial turfs are utilised for the competition for home games.

#### South West Hockey League (SWHL)

The SWHL is the highest regional level of competition in the south west with teams currently nominated from Bunbury & Districts Hockey Association, Busselton Hockey Stadium, Collie Hockey Association's. This competition is open clubs of Local Associations to nominate. Bunbury, Busselton and Collie artificial turfs are utilised for the competition.

**Bunbury & Districts Hockey Association (B&DHA)** – Bunbury Hockey has an excellent home at Hay Park consisting of an two (2) artificial surface turf, high-quality grass fields and a clubhouse The B&DA has two artificial turfs. Junior competitions are played on the artificial turfs and also grass fields located at Hay Park. Majority of Senior games are played on the artificial turfs, but have utilised grass fields if required for fixturing. Master competitions during the week and are played on the artificial turfs.

The Bunbury & Districts Hockey Association coordinates and host the **South West “Smarter Than Smoking” Junior Hockey Championships** is being held in Bunbury this June long weekend. The Championships was first run in 1991 by a handful of Bunbury Volunteers. This Championship started only with a handful of teams to grow into one of the biggest carnival in Australia with over 140 teams participating with teams having to be accommodated in Donnybrook and Busselton areas. Teams come from areas including Central Great Southern, Mandurah, Upper Great Southern, Collie, Perth, Lower Great Southern, Esperance and Busselton. Associations/Clubs have nominated from just one team through to twelve teams participating in the Championship or Carnival Division in the J5/6 (old U/11), J7/8 (old U/13) and J9/10 (old U/15). Associations look forward to the Championships as one of the junior yearly highlights in the hockey calendar. The artificial and grass fields are utilised during this three day event.

**Busselton Hockey Stadium (BHS)** – Busselton Hockey has an excellent home at Bovell Park consisting of one (1) artificial surface turf, six high-quality grass fields and a two-storey clubhouse overlooking the whole complex. Junior competitions are played on the artificial turf and also grass fields located at Hay Park. Majority of Senior games are played on the artificial turfs, but have utilised grass fields if required for fixturing. Master competitions during the week are played on the artificial turfs.

**Collie Hockey Association’s (CHS)** - Collie Hockey has an excellent home at the Collie Hockey Ground consisting of one (1) artificial surface turf and a clubhouse overlooking the whole complex. All competitions are played on the artificial turf. The artificial turf does not have reticulation facilities. The Club house requires improved change room facilities to cater for the current Hockey WA Metro Promotion Competition and South West League competition. Facility improvements may also allow for national and international events to be held in Collie.

**Boyup Brook Hockey Council** – Junior hockey is played on grassed fields at Boyup Brook. The Boyup Brook Bandits plays in the Bunbury & District Hockey Association senior women’s competition – Boyup Brook Bandits negotiate with Bunbury & District Hockey Association and local clubs to host home games in Boyup Brook on their grass field.

**Warren Women’s Hockey Association** – Senior and Junior hockey is played on grassed fields at Manjimup and have a shared facility overlooking the fields.

## Members

South West Hockey Association caters for approximately 2800 players (1,600 juniors and 1200 seniors) Member reside in all 12 local government authorities that make up the South West.

## Hockey Clubs

Hockey WA Prom Competition	South West Hockey League (SWHL)	Bunbury & Districts Hockey Association (B&DHA)	Busselton Hockey Stadium (BHS)	Collie Hockey Association's (CHS)	Warren Womens Hockey Assoc
South West Strikers	Associates	Associates	Capel	Amaroo	Cougars
	Boyanup	Boyanup	Cavaliers	Centaurus	Mixjuz
	Capel	Boyup Brook	Centrals	Co-Op	Nationals
	Collie	Donnybrook	Cougars	Mustang	Violent Femmes
	Exies	Eaton Eagles	Countrys	Patriots	
	Marist	Exies	Dunsborough	Rovers	
	Robins	Bunbury Grammar	Geographe	Swans	
	Towns/South	Harvey	GMAS	Vets	
	West	Marist	Jets		
		Marist	Mackillop		
		Occasionals	Margaret River		
		Towns/South	Redbacks		
			Robins		
			Vasse		
			West		

Club and Association representative teams participate in the follow carnival each season;

- Junior - South West Junior Championships, Narrogin Carnival, Club Championships
- Senior – CBH Country Championship, Masters Carnival (Busselton)
- Indoor Tournaments and Championships – Albany, Perth.

## Competitions

Local Associations manage a range of competitions from beginner to Metro.

Hockey WA Prom Competition	South West Hockey League	Bunbury & Districts Hockey	Busselton Hockey	Collie Hockey	Boyup Brook Jnrs	Warren Women's Hockey
Promo Competition	A	Vets	Vets	A	K/PP	A
		A2	A2	A2	J3-5	A2
		A3	Hin2H	C Grade	J6-10	Minki
		Hin2H	J3-5	Pre Primary		
		J2	J7-8	Mini		
		J3/4	J9-12			
		J5/6				
		J7/8				
		J9/12				



## Population

Local Associations are within the South West Region and it's where it draws its membership from. The South West is one of nine regions in Western Australia. It encompasses 12 local government areas of Augusta-Margaret River, Boyup Brook, Bridgetown-Greenbushes, Bunbury, Busselton, Capel, Collie, Dardanup, Donnybrook-Balingup, Harvey, Manjimup and Nannup. The South West is located in the south-western corner of Australia and covers an area of nearly 24,000 square kilometres. The South West is the most populated region outside Perth. The estimated residential population of the South West was 170,000 in 2013 and is predicted to rise to 217,000 residents by 2023. The South West is Western Australia's most popular tourist destination; the South West boasts a unique biodiversity hotspot which includes a rich and varied natural environment.

### Population Growth by Local Government

Sub-region / LGA	2015	2016	% change
<b>Preston region</b>			
Bunbury	34,448	34,494	0.1
Capel	17,308	17,502	1.1
Collie	9,651	9,550	-0.1
Dardanup	14,226	14,295	0.5
Donnybrook-Balingup	5,846	5,906	1
Harvey	27,273	27,723	1.6

Sub-region / LGA	2015	2016	% change
<b>Vasse region</b>			
Augusta-Margaret River	13,801	14,114	2.3
Busselton	36,316	37,115	2.2
<b>Blackwood region</b>			
Boyup Brook	1,624	1,652	1.7
Bridgetown-Greenbushes	4,660	4,618	-0.9
Manjimup	9,399	9,378	-0.2
Nannup	1,307	1,289	-1.4
<b>TOTAL SOUTH WEST</b>	<b>175,859</b>	<b>177,636</b>	<b>1</b>

Reference: South West Development Commission

## Analyse of Strengths, Constraints, Opportunities and Risks

Strengths	Constraints	Opportunities	Risks
High Quality Artificial Turf	Competition between other sports - Saturday morning.	Local Training Camps	SWAS WA funding decline or cease
Regular Time Slots for Juniors	not enough accredited coaches	Greater umpiring and coaching accreditation	Healthway funding decline or cease
Cost of junior hockey - low fees	not enough accredited umpires	Website maintained/regularly updated	DSR Funding decline or cease
Passionate Club rivalry locally	Limited Secondary Schools exposure	Better media/promotion of Hockey in community.	Not being able to maintain person in Development Officer position
Development by Emerging Talent Squad and SWAS Hockey Program	Club recruitment in juniors	SWAS Hockey Program	Perception that hockey is dangerous sport
Local U18 opportunity's for development	Succession planning	Emerging Talent Squad	availability of turf
Junior Fixtures local - little travel	Training Camps in Perth ( Pathways)	Population Increase	Liability volunteers/events (WWC)
Competition Pathway	U15 players can only nominate for state team if in HWA pathway	Social Media	Financial crisis
Maximum use of turfs during season	Funding - internal /External		Media - cost
Summer competition opportunities	AFL Women competitions		Stagnate growth in the sport
2 teams Metro competition	Cricket Women competitions		Drop and leave sports
	non playing facilities/change rooms (local Assoc)		
	Replacement of artificial turfs (local Assoc)		

### OUR VISION

To continue to build a strong, dedicated and cohesive hockey culture to enable growth and success

### OUR MISSION

To promote, foster and encourage the growth and enjoyment of the sport of hockey for players, officials and spectators.

### OUR GUIDING OBJECTIVES

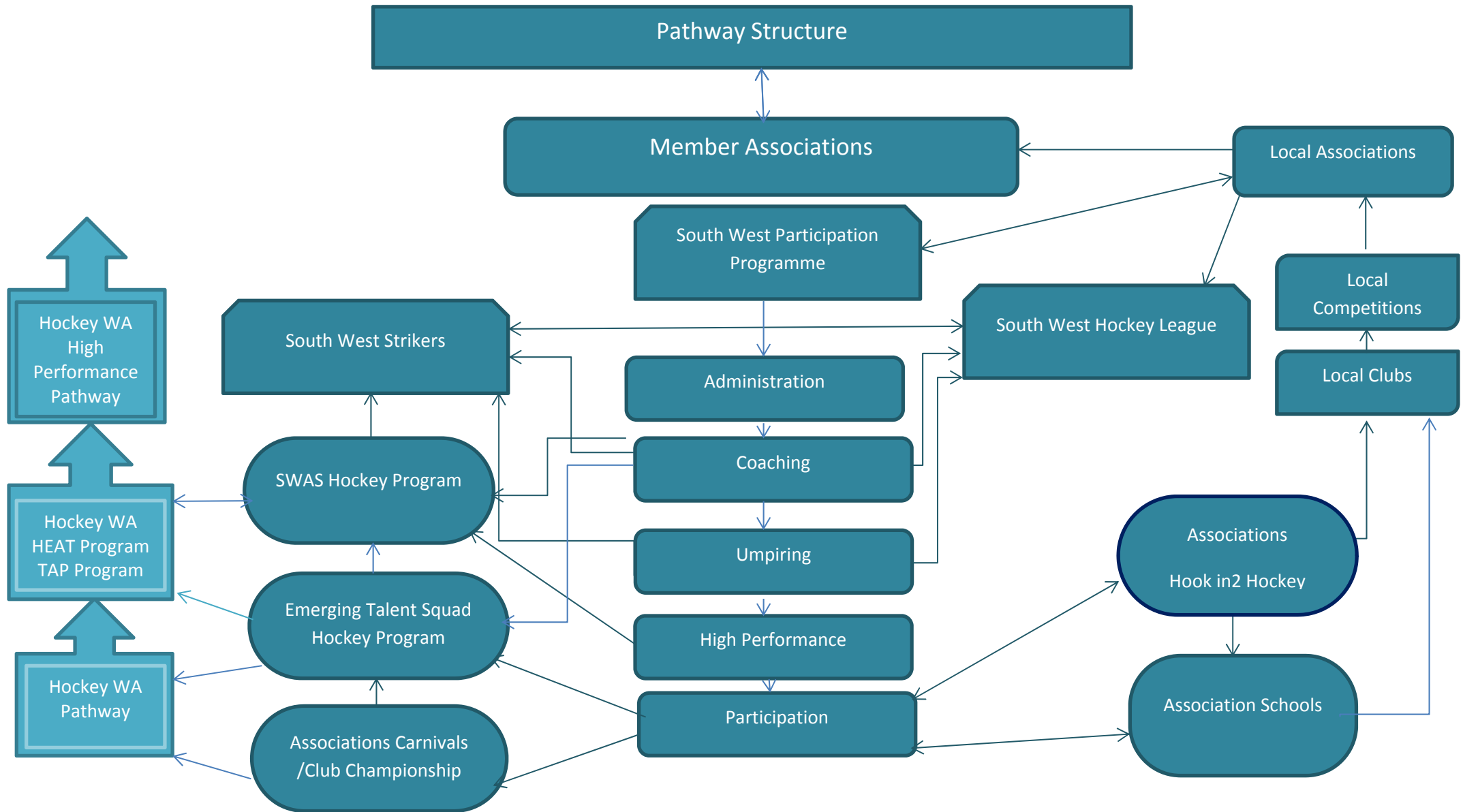
1. To provide sound and effective leadership and management
2. To encourage and contribute to the promotion and growth of hockey.
3. To achieve success at all levels by developing and assisting players and officiators at the elite level.
4. To utilise all forms of technology and best practices to effectively communicate and market the sport to all stakeholders.

**In pursuing these strategic goals the following points are noted:**

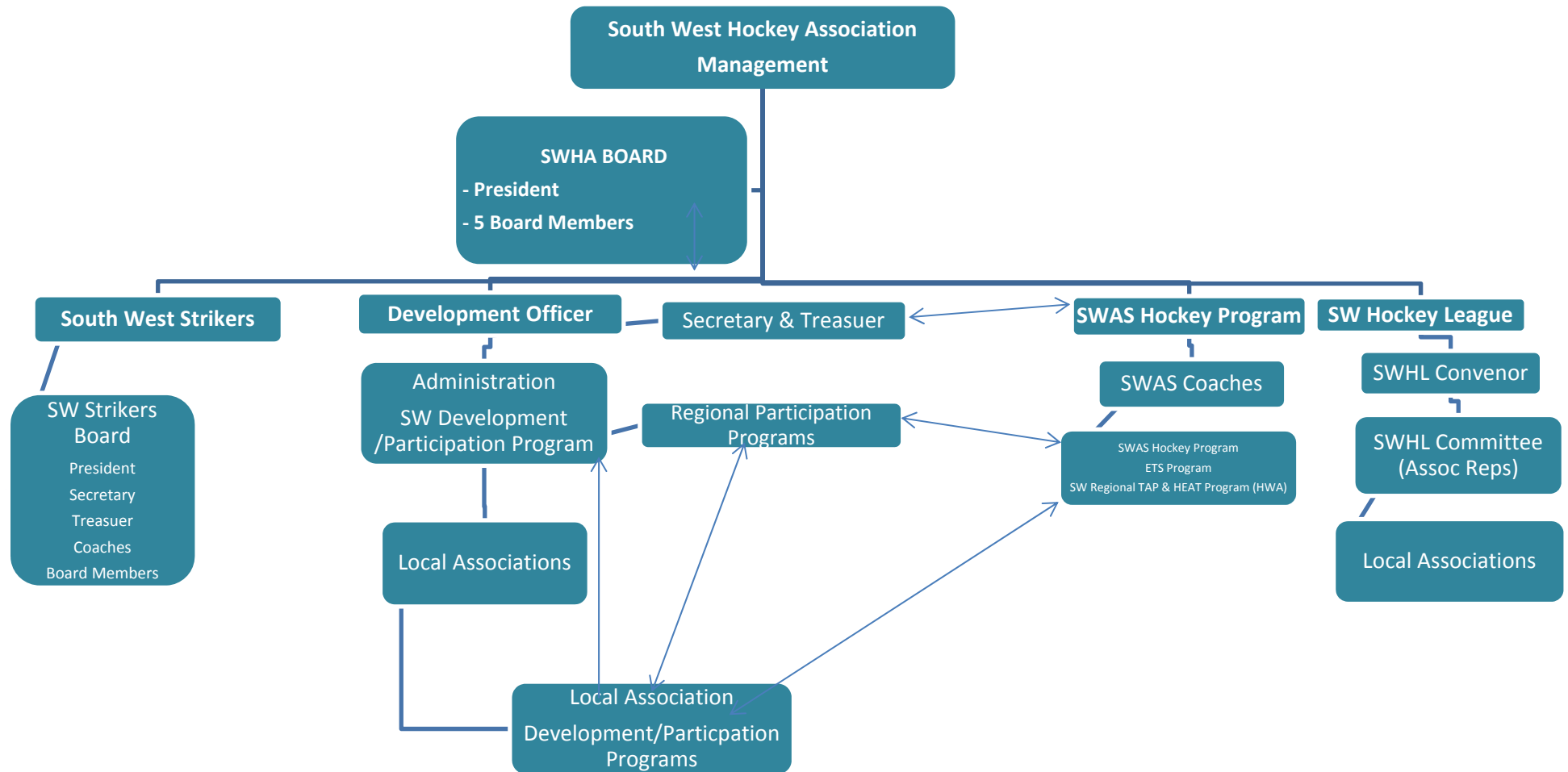
- Provide direction for the development and promotion of hockey in the SW.
- Ensure high levels of competition and participation.
- Provide support to achieve excellence in coaching, umpiring and technical officiating.
- Provide access and opportunity for the maximum satisfaction and enjoyment for the playing of the game.
- Be a financially viable organisation, ensuring the security of SW Hockey.
- Represent the interests of members to government, the state hockey association and other agencies.
- Build and maintain a strong profile in the community as a popular and successful sport.
- Develop marketing and sponsorship programs for the benefit of hockey throughout south west
- Develop programs to nurture the interest of youth and targeted groups in hockey.



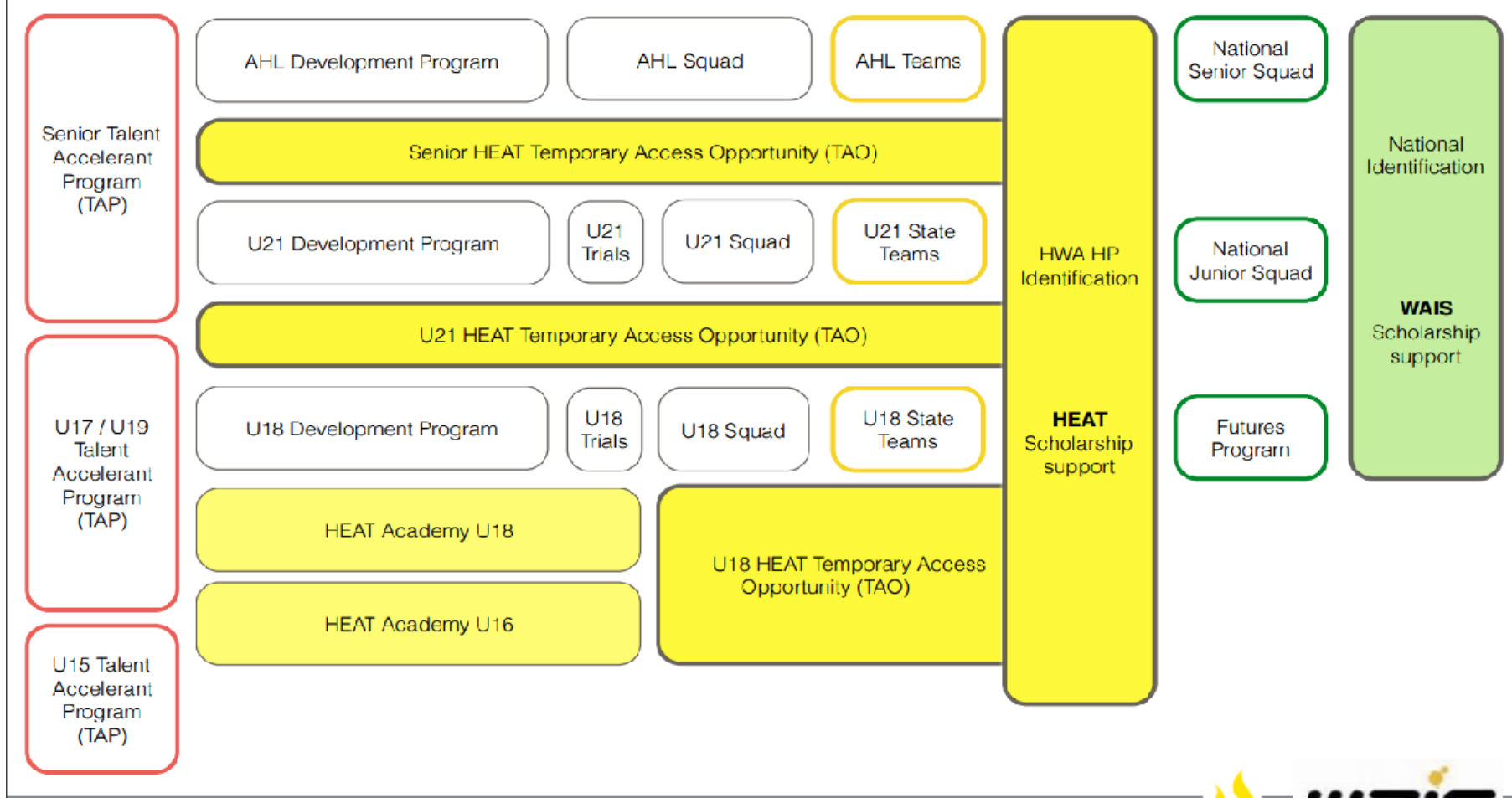
# Pathway Structure



# Management Structure



# HIGH PERFORMANCE PATHWAY



HOCKEY WESTERN AUSTRALIA HIGH PERFORMANCE



## Strategic Plan

SWHA STRATEGIC PLAN 2017- 2022					
1. GOVERNANCE - operate to best practices and organisational standards ( SD6 (1 ) (2) (13) )					
STRATEGY	KEY ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASURES	PROGRESS/ ACHIEVED
Strategic Plan	Ensure Strategic plan is current	DO, Board	ongoing	Annual Review and relevant changes made	
SWHA	Ensure Members have an ongoing understanding the role of SWHA. Have a Flow chart depicting the structure of the SWHA. Ensure the role/structure of the SWHA is clearly defined and available to members	DO, Board	ongoing	Annual Review and relevant changes made	
Constitution	Conduct an annual review of Constitution Conducts and annual Review of Rules	DO, Board, SWHL, SWS	March	Annual Review and relevant changes made	
Board & Staff	Establish induction packages for new board members, committee member, volunteers and paid employees	DO, Board, SWHL, SWS	ongoing	Induction Package Completed	
	Develop Job descriptions for board members, committee member, volunteers and paid employees	DO, Board, SWHL, SWS	ongoing	Job descriptions completed.	
	Ensure Board Members are known, involved and active within the hockey community.		March	90% attendance at Meetings Active within local hockey community	
	Conduct Regular board and committee meetings ensuring minutes are timely and available.	DO, President	ongoing	Regular Meetings. Minutes available within 2 weeks	
	Undertake good communication and alignment between board and sub -committee to ensure effective decision making processes	DO, Board, SWHL, SWS	ongoing	Guidelines establish for sub-committee establish. 100% reported to SWHA Board.	
	Succession planning and recruitment of Board members, employees and volunteers	DO, Board, SWHL, SWS	ongoing	Professional approach to recruitment. Recruitment of good quality staff and volunteers	
Policies	Establish and Review Policies - Code of Conduct Communication Social Media Volunteers Member Protection Policy Drugs in Sport Alcohol Policy Photography & Video use	DO, Board, SWHL, SWS, SWAS	November	Policies and Procedures developed.	
Risk Management	Establish and Review a Risk Management Pan	DO, Board, SWHL, SWS	November	Risk Management Plan Developed	

STRATEGY	KEY ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASURES	PROGRESS/ACHIEVED
Volunteer	Establish and Review and Volunteer Plan	DO, Board, SWHL, SWS	November	Volunteer Plan Developed	
WWC	Ensure legal requirements are adhered to.	DO, Board, SWHL, SWS	ongoing	Legal requirements met.	
Education	Provide Education and training for volunteers and paid staff	DO, Board	ongoing	Better educated volunteers and staff.	
Staffing	Seek future funding of DO's and SWAS Coaches position to be sustainable and broaden the scope and outcomes of the roles.	DO, Board, SWAS	ongoing	Funding Received	
Members	Establish access to Hockey Aus database. Establish how it is going to work and how data is entered and how sub committees are able to access information	DO, Board, SWHL, SWS	February	Database effective in operation	
Communication	Undertake evaluations and workshops at the end of the program to review feedback and implement changes Use electronic survey (survey monkey) for ease of distribution and collation	DO	ongoing	Feedback obtained Changes implemented.	
	Ensure website has all relevant information to the structure of the SWHA	DO	ongoing	Website updated with relevant information.	

## 2. FINANCE: Diversity revenue stream and manage cost to improve financial sustainability ( SD6 (7) )

STRATEGY	KEY ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASURES	PROGRESS/ACHIEVED
Budget	Review budget and ensure spending is in line with our objectives of the association. Set clear parameters for programs/activities or equipment that SWHA will fund.	DO, Board	March	Budget set up prior to season and in operation.	
Sponsorship	Increase level of external revenue by 15% through sponsorship, grants and funding opportunities.	DO, Board, SWHL, SWS, SWAS	November	Revenue increased by 15%	
	Update Sponsorship Packages, monitor and deliver outcomes of agreement, build lifelong partnerships	DO, Board, SWHL, SWS, SWAS	ongoing	Sponsorship packages complete 75% retention of sponsors Major Sponsor engaged.	
Legal	Maintain sound financials outcomes. Ensure finance is managed in line with guidelines as per constitution.	DO, Board, SWHL, SWS, SWAS	ongoing	Legal Requirement Met. Finances Audited	
Revenue	Investigate capacity of SWHA to generate internal through creation of new programs	DO, Board, SWHL, SWS, SWAS	November	Implement appropriate programs. Revenue generated.	
Funding	Ensure deliver outcomes of agreement for funding requirements are met	DO	ongoing	Funding Requirements met. Funding agreements continue	

3. PATHWAYS - Establish and implement effective player pathways, and coaching and umpire pathways (SF6 (9))					
STRATEGY	KEY ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASURES	PROGRESS /ARCIUED
SW Player Pathway	Implement the SW Academy three tier program - Local Players Emerging Athletes (selected athletes only) High Performance (SWAS selected athletes only)	DO SWAS Local Assoc	November	Program Established Skills underway Nominated and selection completed	
	Review and update current pathways/discuss current local association development programs to be included. Identify gaps and key inclusions Modify pathway document to reflect current programs	DO SWAS Local Assoc	November March	Annual Review and relevant changes made	
SWAS	Provide Acknowledgement for athletes in National, Statements & SWAS as role models in local hockey community. (letter of congratulations, website, news, photo board)	DO SWAS Local Assoc	ongoing	Acknowledgement achieved. Athletes recognised within local hockey community	
SWS	Achieve and maintain status in Men and Women's Promotion League of Hockey WA competition	DO, Board, SWHL, SWS, SWAS	November	Annual Review	
	Increase the interest and awareness of Men and Women's representative sides with local community.	DO, Board, SWS	ongoing	40% increase in spectators.	
Coaching	Establish a Coaching Accreditation and mentoring Program Hockey Ed Community Coach	DO, Local Assoc	October	90% of all coaches have Community Ed	
Umpiring	Establish and maintain Umpire Development(green, organ and yellow shirt) Program	DO, Local Assoc	October	90% of all umpires have Community Ed	
Coaching & Umpires	Compile a local database of accredited coaches and umpires Update annually with HA database	DO, Local Assoc	October	Workshop conducted Better skilled coaches, umpires & players	
	Conduct umpire and coaching workshop and seminars	DO, Local Assoc	on going	Workshop conducted Better skilled coaches, umpires & players	
	Establish a recognised program for Coaches, Officials & Players i.e. life membership	DO, Board, SWHL, SWS, SWAS	November	Program Established Officials recognised within local hockey community	
	Accreditation and Resources available	DO	ongoing	Resources and Link available from the website.	
	Develop networks with SW and Hockey WA to develop local coaches and umpires.	DO, Board, SWHL, SWS, SWAS	ongoing	Increase of accreditation coaches and umpires (level 2)	
Clinics	Investigate the provision of skills clinics focusing on the provision of specialist training in; Goal Keeping Goal Scoring Tackling Fitness and Endurance Psychology	DO SWAS Local Assoc	on going	Program established Interested assessed.	
	Investigate opportunities for running school holidays clinics and program (Hin2H)	DO, Local Assoc	November	Program established Interested assessed.	

4. Participation and Promotion - Increase awareness interest and participation of hockey in the region.					
STRATEGY	KEY ACTIONS	RESPONSIBILITY	TIMEFRAME	MEASURES	PROGRESS /ARCIEVED
Recruitment	Establish and implement a recruitment pathway	DO, Local Assoc	November	Pathway established	
Schools	Deliver Hockey program to schools in the South West Region	DO, Local Assoc	Ongoing	15 schools, 3,000 participants	
	Work with school to set up process for nominating team in Clubs	DO, Local Assoc	ongoing	Increase in the number of teams registered	
	Establish club zones encourages schools to be affiliated with local clubs	DO, Local Assoc	March	Clubs aware of zones School Clubs relationship established.	
	Increase participant numbers in the Hookin2Hokcey Program annually. The program to be establish as a school based competition	DO, Local Assoc	August	Participant increase by 5% annually. A successful coordinated Hin2H program	
SWHL	SWHL a strong viable competition SWHL Committee to work collaboratively with SWS and HWA to improve fixturing of games	DO, Board, SWHL, SWS	February	SWHL & SWS work collaboratively with HWA. Fixtures available prior to season with no changes.	
Carnivals	Achieving representation at association representative carnivals.	DO, Local Assoc	ongoing	1 team in each gender and grade of carnival	
Pathways	Ensure the development of pathway from junior to senior competitions are effective Increase retention rates	DO Local Assoc	November	Increase retentions rates. Juniors successful playing in senior divisions.	
Promotion	Develop yearly calendar with coaching seminars/information.	DO, Board, SWHL, SWS	March	SW Calendar is Produced and available on the website. Promotion of event and SW and local level done.	
	Establish new events and initiatives to improve local atmosphere, charity dates, breast Cancer awareness (wear Pink)	DO, Board, SWHL, SWS, Local Assoc	November	A New initiative annually.	
	Liaise with HA and HWA in regards to hosting international/interstate for games and training venue.	DO, Board	ongoing	International/interstate Event in the SW held every 3 years.	
Communication	Ensure relevant Information if disseminated out to members utilising best practice and effective mediums Website Newsletter Social Media Email	DO	Ongoing	Members are aware of News and Events	
	Improve Networking with Local Associations to share initiatives, information and ascertain needs	DO Local Assoc	Sept /Feb	2 Network Meetings held.	

**Abbreviations**

SWHA – South West Hockey Associations

DO – South West Hockey Association Development Officer

SWAS – South West Academy of Sport - Hockey Program

SWHL – South West Hockey League

SWS – South West Strikers

Local Assoc – Local Association

HWA – Hockey Western Australia

HA – Hockey Australia