

# OUR STRATEGY 2023

Nelson Hockey Strategic Plan

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HOCKEY  
NELSON



# OUR STRATEGY

## OUR 2023

We are aware the landscape of sport is changing and the needs of our members are continually evolving. We have focused our strategy around “development” and “the participant’s experience” while aligning to our purpose and vision.

### Development

In this strategic period we will introduce additional resources & options to the game, look to build performance on and off the field, by placing a stronger and holistic approach to coach development

### Participant Experience

Moving with our community, understanding why our membership wants to be involved and where they want to head, meeting their needs and providing welcoming opportunities



# ► OUR INTRODUCTION

Welcome to Nelson Hockey.

We are the regional provider for the awesome sport of Hockey.

We are committed to providing inclusive opportunities to be involved as an active member or a keen supporter.



With a refreshed governance board, a fairly new operational team in place and a new strategy we are excited about our future direction, **OUR 2023**

# ► OUR WORKFORCE

It is all good to have a long term strategy but as an organisation, our plan will only be effective if we follow it, have the resource to implement it to the standard we want to & review it regularly. To enable us to progress through the plan we will utilise the following personnel or entities:

## ► The NHA Board

Aside from their direct responsibility to complete specified actions in the "Practice Strategy" they are responsible for ensuring the strategy is being implemented, and has the capacity and resource (personnel and money) to do so. They will also manage any major risk to the association.

## ► The Operations team

Currently consisting of an Operations Manager, a Regional Development Manager, an Administrator & a part time Performance Officer. This team will have the majority of the work to implement and complete within this strategy and together will figure out how to deliver this strategy in line with the Board's goals and the memberships needs. As they are the face of Nelson Hockey they will be the most accountable

## ► Our Partners & Key stakeholders

The third cog to our wheel is our partners and stakeholders. They too play a very important part (big or small) in the success of this strategy being implemented and successful.



# WHO WILL WE WORK or PARTNER WITH?

## The hockey fraternity (including Hockey NZ, Capital, neighbouring assns) & external codes

To align and look for next practice and utilise potential programmes, mentoring, running courses/sessions, to network, to support & to share resources where appropriate



## Sport Tasman

We will use them for guidance and support around our governance & operations when required (as independents). To ensure our delivery within schools & our community by our staff are age & stage appropriate. Finally with the promotion of our products and services when appropriate.



## Schools

Schools enable us to promote our sport & community programmes to their captive audience via their internal communication processes. We will work closer with schools by aligning our product with their school sports plans & ensuring the level of delivery along with our communication is exceptional.



## Clubs, Umpires Committees, members

We will actively engage & listen to the voice of our membership to find ways to improve our level of service. We will look for collaborative opportunities & involve them in any key decisions & future planning



## Key partners (councils, funders, sponsors etc)

With their permanent & continuous support the Councils, Funders and Sponsors play a vital role in the growth & development of our Sport in our Region. NHA will provide positive media coverage to recognize their support helping them to build business, and/or receive community recognition for their important contribution

Breaking it down

# ► OUR PARTICIPATION STRATEGY

OPERATIONAL PLAN



**We have this great opportunity to tweak how we work in the area of “participation” to better assist our internal and external communities.**

## OUR INSIGHTS

We are one of the few sports that cater for all ages (kindergarten aged children through to seniors) and that we can offer a sport for life.

We have one of the highest number of participants in NZ (hockey wise) at our one day primary schools competition day and a big following and level of success at the Masters level (over 34yrs). However one of the biggest areas we struggle with is the decline in membership (or retention of members) of those between the ages of 11 – 30.

1

## OUR CURRENT CHALLENGES

**An embedded history:** Two divides have occurred due to historical issues. 1. inter-club relationships and 2. between the NHA and colleges . This is affecting movement forward

2

**Community:** While we deliver a good product our delivery approach could encourage use of basic sport skills & better align to Sport NZ’s physical literacy approach (ensuring coaching and programmes are stage and age appropriate).

3

**Competition structure:** The quality, duration & organisation of competitions are all potentially limiting participation with their current format & structure. Old vs new thinking and tradition potentially thwart movement forward

4

**Reach of membership:** NHA members are predominately based from Nelson/Richmond (not the surrounding areas) & have limited ethnicity reach. Also we don’t bring hockey to the external community (other than schools), it is all based at Saxton Fields.

5

**Competing sports:** The lure of recreational sport, shorter competition formats of other codes, more innovative sporting opportunities & lower fees are an issue that many “organised sports” codes face.



# ▶ OUR GOAL

Measurable increase in participant numbers and satisfaction level by providing layered & progressive stages of development opportunities.

## WHAT

### Deliver high quality competitions:

Enhance the structure & planning around our main competitions utilising feedback, open consultation & collective decision making with the greater membership. We also look to develop targeted age group competitions (e.g. college, senior female, masters' hockey).

**Yr 1 priority**

### Engage our Community

Providing opportunities to share & create change together by regular communication, membership feedback & collective decision making. We will use insights from local & national sources to also help us & our community make informed decisions. We will look to freshen up the environment/atmosphere at the venue

### Run effective community programs

Develop innovative programmes both within our hockey environment & by working with selected neighboring communities. As the youth is our future, we need to provide a product that meets their needs, provides individual growth & development that will benefit them on & off the field, & is age appropriate.

## ▶ WHY

Our community consultation suggested our biggest opportunities are to create positive change to encourage retention & increase our overall membership. It was suggested we need to look outside the square & that we need to look for & accept change where appropriate. This change needs to be innovative, relevant, & sustainable. As we want to listen to the membership's wants / needs overall (players, parents, stakeholders, partners etc.) it is important that our new strategy around participation reflects their needs with the aim of creating a more positive presence both locally and in our nearby communities, & maximising the potential around certain age groups (using programmes & competitions as the medium).



# HOW

What we will do	How	Our first year goals	What we aim to achieve by 2023
<b>1. Deliver high quality competitions:</b> <b>Yr. 1 priority</b>  <i>Responsibility of Ops Manager &amp; RDM</i>	<b>Enhance the structure and planning around our main competitions by:</b> <b>a)</b> Identifying key annual improvements in relation to format and delivery - based in conjunction with club and general membership feedback.  <b>b)</b> Foster and build the "college age" competitions (taking into consideration youth needs/insights, formats and length)  <b>c)</b> Develop the senior female and masters competitions	<b>a)</b> Improved draw format and delivery. Increased member satisfaction. Reviewed annually  <b>b)</b> Establish competition with at least 4 teams  <b>c)</b> <i>(from Year 2 onwards)</i>	<ul style="list-style-type: none"> <li>• A measurable increase in overall membership numbers</li> <li>• A measurable increase in the number of female and masters teams</li> <li>• Increase the number of college aged players</li> <li>• A minimum of 6 "college aged" teams partaking in the competition</li> <li>• A measurable increase in satisfaction around competition formats</li> <li>• A full season draw produced preseason</li> </ul>
<b>2. Engage our communities:</b>  <i>Responsibility of Ops Manager &amp; RDM</i>	<b>Providing opportunities to share and create change together by:</b> <b>a)</b> Establishing relevant and timely communication weekly via a variety of platforms including Social media, website, email, face to face etc.).  <b>b)</b> Ensuring we provide opportunities for our membership to provide feedback, insights and/or opportunities to create change/improvements towards our participation strategy, competition and programmes. This includes and not limited to surveys, forums, workshops, working group, face to face contact  <b>c)</b> Developing a more inviting environment at Saxton that creates an atmosphere that other codes don't provide.	<b>a)</b> Relevant communication with a measurable increase in platform views  <b>b)</b> 2 per year minimum with an increase in attendance at each one. Agenda Membership driven  <b>c)</b> <u>1 new</u> initiative with measured improvements to the atmosphere	<ul style="list-style-type: none"> <li>• To build better relationships with the hockey community</li> <li>• Increased level of communication measured via platform results/feedback.</li> <li>• 8 formal opportunities for the membership to be heard (using various methods).</li> <li>• Annual increase in membership feedback responses</li> <li>• A measurable decrease in negative feedback and measurable increase in positive feedback from 2018 to 2021</li> </ul>
<b>3. Run effective community programmes:</b>  <i>Responsibility of RDM</i>	<b>a)</b> <b>Overhaul, recreate and launch our Junior and Youth programmes</b> by including character and value development and basic sport skill (BSS). To be implemented in; - Satellite programmes - Youth programmes - Holiday programmes - In school delivery program  <b>b)</b> <b>Provide social and/or recreational hockey opportunities .e.g.</b> Summer hockey (social, renegade), Primary school competitions, one day primary school festival  <b>c)</b> Provide hockey to a targeted community or targeted secondary schools	<b>a)</b> Prioritise recreating the new <u>youth and junior</u> program - • Launched via Pilot program. • Coaches fully trained  <b>b)</b> Social hockey provided • 3 holiday programmes • 2 summer hockey  <b>c)</b> <del>Motueka</del> Satellite program established with 85% Satisfaction rate	<ul style="list-style-type: none"> <li>• 2 satellite programmes established and fully functioning</li> <li>• 12 holiday programmes with a measured increase in satisfaction and participation.</li> <li>• 8 summer hockey comps with a measured increase in satisfaction &amp; participation + increased umpire base to draw from.</li> <li>• To be a sport with a point of difference through our character &amp; value development in programmes</li> </ul>



# ▶ WHAT WE AIM TO ACHIEVE

## 01

Satisfaction with the number, duration and level of our competition structure. more positive feedback and growth with overall membership

## 02

Evidence of sharing & collaboration (Club to Club, club to NHA and NHA to colleges) to improve the overall experience & long term direction of hockey in our region

## 03

Increased involvement with targeted age groups (youth, girls, masters) while ensuring the programmes or delivery reflects the changing dynamics of those targeted groups

## 04

Improved engagement with the membership which results in decisions being made using key membership and other insights

## 05

Our community reach to broaden resulting in an increased demand and profile for our sport and potential new "Satellite" opportunities that meet individual community needs

## 06

Age and stage appropriate development with our programmes, competitions and through collaboration with the clubs





Kindy Hockey Programme



Breaking it down

# OUR PEOPLE STRATEGY

OPERATIONAL PLAN

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UMPIRE



Local level support and development for our volunteers, coaches and umpires is a must. While we say we value our volunteers, there is so much more we could be doing to develop, support and recognise them in their roles.

## OUR INSIGHTS

As an association we have;

- Great youth umpire numbers and have access to a high standard of umpiring knowledge locally.
- A full time development officer who will support and assist both coaching and umpire development when appropriate.
- Have access to external trainers (Hockey NZ, Capital and Sport Tasman).
- Dedicated volunteers who give back to the association both in season, and off season as well as when larger events are held at our grounds.

## OUR CURRENT CHALLENGES

**Development and recognition:** We struggle to develop some of these volunteers, or recognise them frequently enough to show our appreciation. Volunteer work, is work at the end of the day & the association needs to recognise this appropriately & frequently, BUT volunteers also need to align with the bigger picture of Nelson Hockey.

**Clear pathways:** While umpiring pathways are in place, we could easily argue that we don't readily encourage or promote pathways for our volunteer managers and coaches. The reality is, as an association, we don't develop, identify talented or support promising coaches and managers well.

**Paying umpires debate:** Its seen as both a positive and a negative to paying some of our umpires. It is getting more young people umpiring, & filling gaps, but those particular umpires aren't doing it because they are passionate about umpiring. In some cases they are doing it as a job, but perhaps without the motivation to up skill.

**Thinking outside the square.** We tend to think inside the hockey circle. While this isn't necessarily a negative it does often limit fresh thinking, may inhibit new approaches, & doesn't allow for us to look at good practice or mentoring across codes (some who have evolved and flourished in a competitive environment)

**Lack of respect/positive culture:** In particular our side line behaviour could be improved (especially towards umpires and opposition teams) & the satisfaction & respect for umpires needs to change at a players level.

# ▶ OUR GOAL

Increase the impact of our people by providing increased recognition & development opportunities:

## WHAT

### Develop our coaches & managers

Provide opportunities that encourage our coaches & managers to refine their skills both sport specific & generic, share & create change together by being open to development internally and externally (Assn to club, club to club). Look externally to provide mentors, new development techniques, best practice etc. **Yr 1 priority**

### Foster & support umpire development

Providing opportunities to share & create change together by working with our umpires via a local lead delivery approach (a joint consultative & planned approach). Look both internally & cross code for mentoring and development opportunities.

### Engage, develop & recognise our volunteers

Create positive change to encourage retention of our invaluable volunteers (coaches, umpires, managers and other.) Promote, recognise and profile our volunteers to our community on a regular basis. Utilise inspiring people to inspire our people

## ▶ WHY

Our community consultation suggested our biggest areas we can make significant impact in is in the coaching space. Both coaches & managers can impact the participants experience both on and off the field, aid player development, influence competition levels and performance, and play a leadership role with culture on the field. In addition it was felt we need to increase the “mana” of those volunteering (umpires, coaches and other). Any change we make needs to be relevant, sustainable & align with the membership’s wants / needs. This means we need to engage with our volunteers regularly to hear their voice, needs and wants and recognise them for the amazing efforts they put in so we show we value them.





# HOW

What we will do	How	Our first year goals	What we aim to achieve by 2023
<b>1. Provide fresh and relevant coach &amp; manager development opportunities:</b> <b>Yr. 1 Priority</b>  <i>Responsibility of RDM &amp; Performance Officer</i>	Providing opportunities to share and create change together by: <ul style="list-style-type: none"> <li>a) Develop and launch the Junior and Youth coach programmes by including character and value development and basic sport skill (BSS). This includes implementing the junior coaching "values tree".</li> <li>b) Develop club collaboration around coach development</li> <li>c) Run a targeted junior coach development program.</li> <li>d) Look both internally and cross code for mentoring and development opportunities. Utilise inspiring people to inspire our people</li> </ul>	<ul style="list-style-type: none"> <li>a) Map out a coach development program using feedback for all levels of coaches</li> <li>b) Prioritise recreating the new youth and junior program -               <ul style="list-style-type: none"> <li>- Coaches fully trained</li> <li>- Term 4 values tree is activated.</li> </ul> </li> <li>c) Engage clubs in year 1.</li> </ul>	<ul style="list-style-type: none"> <li>• Measured change in culture</li> <li>• A minimum of 4 development opportunities utilising inspiring people</li> <li>• Improved quality and support for our junior hockey program coaches</li> <li>• Increase the number of <u>quality</u> development opportunities utilising inspiring people</li> <li>• Basic sport skills coach specific sessions held annually</li> <li>• Ensuring junior programmes are stage and age appropriate and link to generic Basic Sport skills.</li> </ul>
<b>2. Foster and support umpire development</b>  <i>Responsibility of RDM &amp; Performance Officer &amp; Umpires Committee</i>	<ul style="list-style-type: none"> <li>a) Establish an umpire committee comprising of key senior umpires and the RDM to drive the development of our local umpires with clear guidelines, roles and responsibility levels.</li> <li>b) The umpire council in conjunction with the RDM to create a development plan meeting the needs of the Association, Hockey NZ and the umpires and clubs we are working with.</li> <li>c) Look both internally and cross code for mentoring and development opportunities. Utilise inspiring people to inspire our people</li> <li>d) Promote and profile our umpires achievements to our community on a regular basis</li> <li>e) Umpire recognition events after each major event and competitions</li> </ul>	<ul style="list-style-type: none"> <li>a) <i>Umpire committee established with all relevant supporting document</i></li> <li>b) <i>Start a development plan focusing on one priority area - and measure the impact, quality and success of program</i></li> <li>c) <i>A min of 1 opportunity created utilising inspiring people</i></li> <li>d) <i>Process around recognising our umpires</i></li> <li>e) <i>2 recognition events held</i></li> </ul>	<ul style="list-style-type: none"> <li>• Measured change in culture</li> <li>• A well-functioning umpires committee with an evolving development plan</li> <li>• An active and strong umpire development program</li> <li>• Increased number of qualified umpires at all levels</li> <li>• Clear umpire pathways from junior to elite</li> <li>• A measurable increase local umpires, representing at national tournaments.</li> <li>• 7 thank you/recognition events for local umpires</li> </ul>
<b>3. Recognise our full volunteer base</b>  <i>Responsibility of RDM, Ops Manager &amp; Performance Officer</i>	<ul style="list-style-type: none"> <li>a) Recognition events after each major events and competitions</li> <li>b) Club coaches end of season function/thanks.</li> </ul>	<ul style="list-style-type: none"> <li>a) <i>Recognition events for our volunteers held systematically</i></li> <li>b) <i>1 club coach end of season function</i></li> </ul>	<ul style="list-style-type: none"> <li>• Measured change in culture and perception due to increased promotion and profiling</li> <li>• Retention of current and increase in new volunteers</li> <li>• A minimum of 7 thank you/recognition events for volunteers</li> <li>• 4 club coach end of season events</li> </ul>



# ▶ WHAT WE AIM TO ACHIEVE

## 01

An increase in engagement from our youth via NHA Junior & youth Coaching programme with character & values development to provide individuals skills that can be used inside & out of hockey

## 02

Establish the NHA Umpires committee & collaborate with them around an umpires development programme which provides a pathways and engagement tool from juniors to elite

## 03

Provide a mentoring program utilising Internal and/ or external people aimed at our coaches, managers & umpires. A collaboration opportunity with other codes to help inspire our people.

## 04

Developing a stronger relationship with our clubs and taking a collaborative approach to junior coach development with 100% of junior and youth coaches active within the junior programme.

## 05

Increased engagement & development of team managers & support staff to ensure a high level of management for our teams while providing new transferable skills to our volunteers





Some of our fabulous and dedicated umpires



Breaking it down

# OUR PERFORMANCE STRATEGY

OPERATIONAL PLAN

# This strategy is focused around our representative program

## OUR INSIGHTS

In recent years we have predominately put an emphasis on player development & have failed to create a comprehensive development plan around our coaches & managers. In recent years we have also failed to plan & support the representative programme to the level we should. As an Association we were expecting change & improved results to happen without changing our actual approach.

## OUR CURRENT CHALLENGES

1

**The Culture:** isn't at the level that we believe it should be at (both on and off field with our players, coaches etc). Some of our members seem to display an attitude of expectation rather than working to earn the right or honour to be part of a representative team. (This may be attributed to either low playing numbers or fewer numbers of players with good skill levels).

2

**Our performance:** We have approached our overall representative program with the same energy, support & tactics as previous years but have expected improved results. Conversely some of our master's teams have enjoyed good success with little direct support from the Association.

3

**Playing standards:** We presumed that our player performance & standards should be improving due to the large emphasis we have placed on player development clinics (skills & fitness based solely). We haven't evolved or changed our approach to understand that skills development clinics are only one piece of the puzzle in a holistic approach to creating good athletes & strong teams

4

**Capital hockey:** Our relationship with Capital Hockey needs to improve. We need to better understand Capital's needs and expectations &, in turn, be proactive & assertive with what we need & expect in order to gain a higher level of service from them.

5

**Late planning:** In the recent past, the planning process for the representative season hasn't been effective or efficient which has meant less lead in time for teams, little direction or guidance from the Association, no alignment between the age groups or inadequate expectations & communication about the representative season.

6

**Funding issues:** The cost of sending representative teams is an ongoing issue & one that can create a barrier to participation. There is a lack of a coordinated funding approach to teams as guided by the Assn. Our coaches & managers aren't paid but are expected to take time off work to support tournament weeks.





# OUR GOAL

Our junior representative teams to be in the top 8 placings at National tournaments.

## WHAT

### Embed a holistic approach to representative development

(player, coach, manager)  
Create positive change by connecting with our representative membership (past & present) reviewing our current process & lead & support a holistic approach to athlete development starting with the Association's priorities of coach development. **Yr 1 priority**

### Build a stronger representative program administratively

Install a representative structure that evolves our planning practice. Foster pre-planning, transparent decision making, open communication, clear pathways, great communication, good process & listens to feedback of all of those involved in the representative program

### Foster the links between community hockey & Capital

Review and evaluate how the structure benefits Nelson Hockey (short & long term).

Be proactive and increase our engagement & take the lead in the relationships with Capital Hockey and Hockey NZ



## WHY

Our journey into reviewing the components of our performance pillar have brought around some exciting shifts in the way we can focus our efforts in the future.

If we want to create a positive culture change on the field, improve the mana of those playing & supporting representative hockey for Nelson, we now understand that we need to make a big shift in our thinking. This shift is to lead & support a holistic approach to athlete development starting with the Association's priorities of coach development. We need to look for opportunities where we can align & develop with our governing & partnering assns to assist with development & resources. Look for internal as well as external role models for our coaches, managers, players (using inspiring people to inspire people)



# HOW

What we will do	How	Our first year goals	What we aim to achieve by 2023
<b>1. Embed a holistic approach to representative development</b> <b>Yr. 1 Priority</b>  <i>Responsibility of Ops Manager &amp; Performance Officer</i>	<b>A. Connect with our representative membership via</b> <ul style="list-style-type: none"> <li>Creating a representative coach development plan in consultation with past and present representative coaches which provides a clear pathway and standards of coaching</li> <li>Reviewing the preseason development programmes (U13, U15, U18)</li> <li>Look both internally and cross code for mentoring and development opportunities. Utilise inspiring people to inspire our people</li> </ul> <b>B. Lead and support our representative programme by</b> <ul style="list-style-type: none"> <li>Providing guidelines to coaches and clubs around age appropriate skills</li> <li>Provide regular forecasted coach development including coach collaboration ops</li> <li>Work with the umpires council around rep umpire opportunities and development</li> <li>Create and promote a development plan around holistic athlete development.</li> </ul>	<ul style="list-style-type: none"> <li>NHA Coaching Forum Consultation</li> <li>NHA Coaching Development Programme</li> <li>NHA Players Development Programme</li> <li>NHA Umpires Committee</li> </ul>	<ul style="list-style-type: none"> <li>A fully engaged representative coaching development programme and pathway</li> <li>100% of Representative teams working together and supporting the player development pathways and skills guidelines.</li> <li>An improvement in our representative culture due to a holistic approach around athlete and coach development</li> <li>An improvement in our Umpires Programme development and pathways</li> </ul>
<b>2. Build a stronger Representative programme administratively</b>  <i>Responsibility of Ops Manager &amp; Administrator</i>	<b>A. By evolving our planning practice including</b> <ul style="list-style-type: none"> <li>Pre and post seasonal planning (training schedule, trials, accommodation bookings, policies, insurances)</li> <li>Review selection process and recruitment of managers and coaches</li> <li>Transparent communication to membership</li> <li>Post seasonal evaluation with individual team management.</li> <li>centralised funding applications and team sponsorship guidelines</li> </ul>	<ul style="list-style-type: none"> <li>NHA Administration Consultation</li> <li>NHA Coaches-Managers Manual review</li> <li>NHA Communication System review</li> <li>NHA Post Season Evaluation Meetings</li> <li>NHA Funding Consultation</li> </ul>	<ul style="list-style-type: none"> <li>Efficient administration</li> <li>An effective and friendly user coach and managers Manual utilised by 100% of representative teams</li> <li>A clear communication system</li> <li>A measurable increase in satisfaction of our representative programme as shown by our evaluations</li> <li>NHA Funding support system established</li> </ul>
<b>3. Foster the Links between community hockey &amp; Capital</b>  <i>Responsibility of Op Manager &amp; Performance Officer</i>	<b>A. Increasing engagement via</b> <ul style="list-style-type: none"> <li>CAPITAL-NHA Communication</li> <li>CAPITAL-NHA Evaluation/review</li> </ul> <b>B. Development and alignment including</b> <ul style="list-style-type: none"> <li>Develop CAPITAL Pre -Season Players-Coaches-Umpires Development Clinics</li> <li>Align CAPITAL-NHA Selection Processes</li> </ul>	<ul style="list-style-type: none"> <li>NHA-CAPITAL Clinic</li> <li>NHA-CAPITAL Selection Process Criteria review</li> <li>NHA-CAPITAL Communication review</li> <li>NHA-CAPITAL Evaluation review</li> </ul>	<ul style="list-style-type: none"> <li>NHA-capital clinics system</li> <li>NHA-capital pathway system</li> <li>NHA-capital web link</li> <li>NHA-capital evaluation forum</li> </ul>



## ▶ WHAT WE AIM TO ACHIEVE

01

Increased number and frequency of quality coach development opportunities with a measurable increase in coach engagement.

02

Improved representative results at National tournaments

03

A major increase in the level of "on ground" support we get from capital hockey in regards to our coach and player development

04

A streamlined administrative process for the representative teams that is pre planned and communicated well in advance.

05

Improved player and coach culture aided by holistic development that supports representative members both on field and off field development supported by the Hockey performance officer

06

An aligned and progressive approach between our representative teams in regards to coach and player development skill sets





Some of the 2017 Nelson National Masters Teams, Nelson, NZ



Breaking it down

# OUR PARTNERSHIPS STRATEGY

OPERATIONAL PLAN

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This pillar is focused around our partnerships we have specifically with our schools, clubs, community funders and our commercial partners.

## OUR INSIGHTS

Our insights suggest that while we have good relationships with our clubs & the schools we work with, we have room to improve with how we communicate & support these entities.

We need to be realistic and say we don't actually Understand the needs of the youth currently.

We have also tended to take many of our commercial partners and funders for granted, in the sense of not fostering strong relations & regular communication with them.

1

## OUR CURRENT CHALLENGES

**Schools:** We are delivering good product to the schools While we have positive relationships with many of the schools, we don't have a structured approach to how we engage with schools (is our timing right for schools & align with their sport plans). In addition, our delivery approach within primary schools could be better aligned to Sport NZ's physical literacy approach (ensuring coaching & programmes are stage & age appropriate) & basic sport skills.

2

**Commercial partners:** In the past we have had limited relationships with our commercial partners and funders. Whether this has been due to a lack of understanding, experience, opportunity or proactivity (or other) from our end is unclear. With competition for funds being high, sponsorship hard to obtain & policies changing within both council & funding agencies it is crucial for us to keep our foot in the door and have a positive presence

3

**Clubs:** We have some contentious issues impacting hockey as a whole and the culture in some cases. These include 1. the interclub relationship, (some negative and historic activity), 2. linking clubs into the junior programme to provide that essential outlet for players 3. lack of club development offered or provided by the NHA





# OUR GOAL

Increase the number of meaningful engagements with our partners.

## WHAT

### Support our schools

Learn from and align with their school sports plans providing a more planned approach to school engagement. understand the voice of the youth in our regions via data & establish how we as an Association can address the regional issues identified

Responsibility of the RDM

### Support our clubs

Link, connect, engage and consult with codes on a frequent basis; both providing leadership and support to them where appropriate. Look for external support around funding and club development.

Responsibility of the Ops Manager & RDM

### Enhance our relationships with our key partners

To build positive relationships with our key funders / partners and sponsors

Responsibility of the Ops Manager



## WHY

Establishing a relationship with schools is smart as this is where most “first time” engagement with hockey occurs. With multiple codes knocking on the school’s doors to deliver within school time, it would be wise to align with their school sports plans providing a more planned approach to school engagement that currently very few codes are doing. Likewise understanding the voice of the youth may help drive what & how we deliver our product.

Good club support & providing the opportunity to support club development will directly impact the participants experience & ultimately the overall membership of NHA. It will build trust & provide a platform for us to listen, learn & engage with our clubs.

To build positive relationships with our key funders/partners & sponsors may assist with our future financial security & present more positive partnering opportunities

# HOW

What we will do	How	Our first year goals	What we aim to achieve by 2023
<b>1. Support our schools</b>  <i>Responsibility of RDM</i>	a) <b>Better engagement and alignment with schools by</b> <ul style="list-style-type: none"> <li>Aligning our schools' programmes with the schools individual sports plans</li> <li>Working alongside Sport Tasman around Fundamental movement skill development</li> </ul>	<ul style="list-style-type: none"> <li>➤ 16 primary schools visited per year</li> <li>➤ 5 intermediates visited per year</li> <li>➤ 3 amount of school sports plans aligned</li> <li>➤ 8 amounts of primary schools visited at <del>Motueka</del> Area</li> </ul>	<ul style="list-style-type: none"> <li>• Good relationships and delivery within intermediate schools.</li> <li>• Ensuring programmes are stage and age appropriate and link to generic fundamental movement skills.</li> <li>• Increase in youth participation numbers at junior youth programmes</li> </ul>
<b>2. Build our relationship and support our clubs.</b>  <i>Responsibility of Ops Manager and RDM</i>	A. <b>Providing consultation opportunities</b> <ul style="list-style-type: none"> <li>Club competition season evaluation meetings (start-middle &amp; post season)</li> </ul> B. <b>Providing linking and connecting opportunities</b> <ul style="list-style-type: none"> <li>Engage Clubs to work together through the Junior Programme for recruitment and engagement</li> <li>Engage Clubs to work together through the school festival for recruitment and engagement</li> <li>Create events to engage participation from all different clubs (open &amp; closing hockey day for the season)</li> <li>Coaching forum between clubs</li> </ul>	<ul style="list-style-type: none"> <li>➤ NHA Coaching Forum</li> <li>➤ Support all Clubs to use the Club Mark or similar product during 2019 under the direction and supervision from Sport Tasman and Nelson Hockey Association</li> <li>➤ Open &amp; closing day for the season event</li> </ul>	<ul style="list-style-type: none"> <li>• Club all complete Club Mark</li> <li>• Open &amp; closing day for the season event</li> </ul>
<b>3. Enhance our relationships with commercial partners, community partners and funders</b>  <i>Responsibility of Ops Manager and RDM</i>	<ul style="list-style-type: none"> <li>Increasing level of communication with our sponsors and funders</li> <li>Increase media exposure to all our sponsors</li> <li>Establish a recognition event at the end of each season</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increase our sponsors and funders 20%</li> </ul>	<ul style="list-style-type: none"> <li>• Increase our Sponsor and funders by 50%</li> </ul>



# WHAT WE AIM TO ACHIEVE

01

Increased engagement and alignment with schools resulting in more primary & intermediate school visits, increased youth participation at both hockey festivals and programmes

02

listening to the school & youths needs around competition / playing opportunities and formats e.g Div 6, 6 aside comp

03

Increased engagement between the NHA and clubs around club support/development resulting in increased club capability and club membership satisfaction

04

Increased club engagement at NHA events or programmes providing the essential link for youth between school and club hockey when appropriate

05

Improved funder & partner relationships resulting in increased financial or partnering opportunities long term





Thank you to all of our amazing sponsors & partners - big & small

Breaking it down

# OUR PRACTICE STRATEGY

OPERATIONAL PLAN



This pillar is focused around our business effectiveness and practices both at a governance and operational level. This also dives into the general working environment, but highlights branding and our international standard facility as key areas to evolve.

## OUR INSIGHTS

Our insights suggest there is a perception of a lack of willingness to change at a governance level which is most likely due to the general membership's lack of understanding of the precise role of the board, its responsibilities and the long term goals they are aiming to achieve.

A high turnover in operational staff in the last 3 years has left some membership feeling unsettled & lacking to see any progress in how we are developing the sport. Without a strong, clear and easy to understand long term plan in place it was difficult for the Board, staff and the membership to plan, deliver, promote and lead accordingly.

## OUR CURRENT CHALLENGES

1

**Governance:** . It has been difficult to attract quality candidates for the Board in recent years & there is a perception from the membership that at times, Board members bring their club or "own interest" hats to the table. While the current board is settled & has a good representation of gender & skill sets, they feel the constitution is not fit for purpose in the modern era & requires review.

2

**Operations team:** Historically staff workloads have been high, and with the lack of a clear long term plan it was hard for staff to focus or prioritise key areas of work (instead having a scattergun effect where it's hard to gain any real tangible success)

3

**Branding:** There is difficulty around competing with other codes both for players & profile. We currently lack a sense of hockey community in regards to displaying memorabilia etc. in regard to community exposure via the media, we now have to tackle the limited coverage due to reduced availability of printed matter by Fairfax media.

4

**Facilities:** Our facility is under-utilised by the external community & requires high costs to maintain. The lack of control over some aspects of use of the pavilion is a limiting factor e.g. lack of a formal lease. The relationship with Nelson Softball (who we share the pavilion with) could be improved. The councils and pavilion society expectations and requirements can move the goalposts at any time



# ► OUR GOAL

To have a skilled governance board that implements a distributed leadership model reflecting holistic consultation and decision making between the members, clubs, and Hockey Nelson.

## WHAT

### Develop our leadership (Governance & Ops)

Look to grow our skill set internally. To take a collaborative approach (with our membership) in developing and implementing systems and products that may either increase the effectiveness and efficiency of what we do, who we support while allowing us to grow both in membership and financially. **Yr 1 priority**

### Maximise our facilities potential

Capitalise on the opportunity we have. including promoting more extensive use of facilities by other codes and promote alternative uses.  
Work with council, sponsors, funders and other sporting codes for collaboration and development opportunities to enhance our facilities.

### Remain current with our marketing & branding

Build Hockey Nelson profile and cultivate and develop partnerships with local commercial interests.  
  
Leverage off hockey's regional, national and international success

## ► WHY

Recruitment difficulties (both at a governance & operational level) and high staff turnover in the last couple of years has hindered progress and highlighted the need for a clear direction, purpose & long term for the association.

As an Association we need to ensure we are planning for the future, aligning to our membership and National body rather than just working in the moment, while ensuring we are utilising good effective business practice.

Sound long term planning will not only provide our operational staff a clear direction for moving forward but focus on our financial security, managing and promoting our brand and safe guard the future of our facilities for our upcoming generations of members.

# HOW

What we will do	How	Our first year goals	What we aim to achieve by 2023
<b>1. Develop our leadership (governance &amp; ops)</b>  <i>Responsibility of Board &amp; Ops Manager</i>	<p><b>A. By enhancing our <u>Board</u> leadership style via</b></p> <ul style="list-style-type: none"> <li>• A Governance development and training plan compiled and completed by all of the Board</li> <li>• Ensure board members have a broad range of experience, interests and diversity</li> <li>• Introduce a Board leadership style that encourages and empowers collaboration and consultation between the Board, Operations team and clubs alike, around key facets and decision making</li> <li>• Ensure we use best practice from external organisations</li> <li>• The Board to have an easy to use induction pack</li> </ul> <p><b>B. Through better preparation and scheduling by the <u>Board</u> including</b></p> <ul style="list-style-type: none"> <li>• Have an annual plan for the board in regard to key policies and subjects that need to be discussed (managing risk)</li> <li>• The Board to centralise their policies and planning in a virtual portal</li> <li>• Review and update the Constitution</li> </ul> <p><b>C. <u>Operations</u> to collaborate and consult with affiliates by</b></p> <ul style="list-style-type: none"> <li>• Working with clubs to set guidelines, parameters that both parties can collaborate and adhere to, that benefits hockey holistically and aid achieving strategic goals</li> </ul>	<ul style="list-style-type: none"> <li>➤ Create a board induction pack</li> <li>➤ Review and update the Constitution</li> <li>➤ Attendance of governance workshops by a min of 50% of board members</li> <li>➤ <b>Operations</b> to work with clubs to set guidelines, parameters that both parties can collaborate and adhere to, that benefits hockey holistically and aid achieving strategic goals</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce number of meetings to quarterly</li> <li>• A fully engaged, diverse and experienced Board.</li> <li>• 100% Board retention during terms</li> <li>• An MOU between the clubs and Nelson Hockey around key collaboration opportunities and decision making.</li> </ul>
<b>2. Maximise our facilities potential</b>  <i>Responsibility of Ops Manager</i>	<p><b>A. Seeking partnering and upgrading opportunities including</b></p> <ul style="list-style-type: none"> <li>• Expanding or updating on the current assets and equipment we have or require</li> <li>• Liaising with the community around external hire opportunities</li> <li>• Promotion of our facilities and events</li> </ul>	<ul style="list-style-type: none"> <li>➤ Obtain Led Scoreboards</li> <li>➤ Turf 1 replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Led lighting system upgrade</li> </ul>
<b>3. Remain current with our marketing and branding</b>  <i>Responsibility of Ops Manager</i>	<p><b>A. Ensuring consistency with how we market and promote ourselves including</b></p> <ul style="list-style-type: none"> <li>• Ensure our branding is current and consistent</li> <li>• Develop guidelines around how and when our branding is to be used</li> <li>• Make website easily accessible and usable aligning to our strategy where possible.</li> </ul> <p><b>B. Expanding our community reach</b></p> <ul style="list-style-type: none"> <li>• Utilise and understand more mass media streams than just niche or micro media</li> </ul>	<ul style="list-style-type: none"> <li>➤ New web page</li> <li>➤ New Logo align with Hockey NZ</li> </ul>	<ul style="list-style-type: none"> <li>• NHA Brand established</li> </ul>



# ▶ WHAT WE AIM TO ACHIEVE

## 01

A fully functioning, skilled & engaged board with diverse representation (mixed age, gender, culture) exhibiting clear examples of distributed leadership throughout the hockey community and a clear long term direction in place

## 02

A reduction of membership complaints as a result of increased confidence in the leadership of Nelson Hockey, strong operational management, clear communication and collaborative input into decision making.

## 03

Increased community awareness of our brand

## 04

Increased facility usage by external parties resulting in increased revenue, financial stability & community exposure.





Nelson Hockey Junior Programme