



# Peel Hockey STRATEGIC PLAN 2019 – 2021

Hockey WA Vision	Hockey for All
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## Overall Development Strategy, Goals and Objectives

There are five key areas that have been identified through the analysis of the organisation, environment and competitors. The first three, promotion, development and growth, directly related to the organisations vision; to sustainably promote, develop and grow hockey for the Peel community. Governance and infrastructure are key elements to ensure the sustainability of the organisation, from an operational and financial perspective.

1. Promote – to improve the perception, awareness and knowledge level of hockey in the Mandurah and Peel community
2. Develop – to increase the quality of local players, teams, officials and coaches
3. Grow – to increase participant numbers across both junior and senior programs by 15% each year over the next three years
4. Governance – complete implementation of off-field efficiency initiatives
5. Infrastructure – provide sustainable high quality facilities that cater for growing participation



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PHA Goal	1: Promote – Improve the perception, awareness and knowledge level of hockey in the Mandurah and Peel community
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Objectives	Strategies	Timing	Priority	Personnel	KPI's
Increase awareness and interest in hockey in the Peel community	1. Develop relationship with at least one of the local newspapers, with articles provided fortnightly for publication	March 2019	Medium	Promotion & Marketing	Relationship and criteria for articles established, at least 50% publication rate. Minimum 10 articles submitted each season
	2. Hold regular social functions and events to increase internal and external exposure of organisation, generate income and improve social atmosphere among members	3 events throughout year	Medium	Promotion & Marketing, Senior Director	Organising committee/s established. Profitable events delivered.
	3. Engage in at least one community event annually (such as Crab Fest)	Term 1 or 3 each year	Medium	Promotion & Marketing	Event attended
	4. Have high performance local players and DO attend school assemblies, targeting primary schools, to gain exposure and promote 'come and try' opportunities or exhibition games	Term one (prior to winter comp) and three (prior to summer comp)	Medium	Development Officer (DO) / Promotion & Marketing / Rebels	Present at minimum of four school assemblies per term / 20 per year
	5. Utilise HWA regional communication templates to promote hockey in the region	Ongoing	Medium	Promotion & Marketing / Admin	



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PHA Goal	1: Promote – Improve the perception, awareness and knowledge level of hockey in the Mandurah and Peel community
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Objectives	Strategies	Timing	Priority	Personnel	KPI's
Instigate a partnership with at least one other summer sporting code / club by the end of the 2019 winter season to enable reciprocal cross-promotion opportunities to members	6. Establish what PH would seek from a partnership agreement	May 2019	Medium	President/ DO	Establish partnership criteria
	7. Approach diamond sports, cricket and little athletics about potential for partnership opportunities	July 2019	Medium		Meet with relevant clubs
	8. Agree to partnership conditions	August 2019	Medium		Formalised agreement implemented
In conjunction with the 'zoned' local club, deliver clinics in at least two local schools for every senior club in term one of each year (i.e. at least 10 schools)	9. Establish zones for schools and relevant clubs	Jan 2019	High	President/DO/ Clubs	Zones established
	10. Establish club liaisons for school clinics and undertake 'Coach the Coaches' workshop with club representatives to demonstrate requirements at clinics	Jan 2019	Medium	DO / Clubs	Club liaisons established & session with nominated representatives delivered
	11. Contact relevant schools to book timeslots for clinics, ensuring school clinics target early years (PP-year 3) and age groups are relevant for the teams that clubs can support	Feb 2019	High	DO/Clubs	Clinics booked at 10 schools with at least 200 children engaged
	12. Clubs have at least one representative at all clinics	Mar-April 2019	Medium	DO/Clubs	All clinics have a club representative in attendance



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Strategy	Management Changes Proposed	Cost of Implementation	Year of cost	Source of Funds	Evaluation Procedure (type of data collected for each of the KPI's)
1	N/A	N/A	N/A	N/A	Number meetings held, and number of articles submitted and published
2	N/A	Within DO PD	N/A	Self-generating	Number function and events organised, attendance, profit generated
3	N/A	N/A	N/A	N/A	Number of enquiries/registrations that result
4	N/A	Within DO PD	N/A	N/A	Number of assemblies attended
5	N/A	N/A	N/A	N/A	Number of promotional initiatives, transfer of interest to registrations
6	N/A	N/A	N/A	N/A	Written partnership criteria
7	N/A	N/A	N/A	N/A	Number organisations/sports approached, and number meetings held
8	N/A	N/A	N/A	N/A	Signing of agreement
9	N/A	N/A	N/A	N/A	Zones mapped and disseminated to clubs
10	N/A	N/A	N/A	N/A	Number of club liaisons nominated and representatives at workshop
11	N/A	\$50/clinic, 3 clinics/ school, 10 schools =\$1500	Annually from 2019	Development Budget	Number of clinics booked and held, participants engaged
12	N/A	N/A	N/A	N/A	Number of clubs represented and representative's attendance



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PHA Goal	2: Develop – to increase the quality of local players, teams, officials and coaches
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Objectives	Strategies	Timing	Priority	Personnel	KPI's
<b>Provide players, coaches and officials with up to date resources and development opportunities</b>	13. Develop introductory player, coach and official 'how to' booklets	February 2019	High	Outsourced Uni student	Production of resources
	14. Increase number of coaching videos available on website from 3 to 6	February 2019	High	Outsourced Uni student	Videos uploaded to website and you tube
	15. Ensure at least one coaching and one umpiring course are run locally annually (Mandurah or Rockingham) as per HWA Pathway Program	July 2019	Medium	DO	At least one umpiring and coaching course run locally annually Hockey Ed alignment
	16. Promote HWA courses to members	Ongoing	Medium	DO	Courses promoted at least once to members
	17. Peel representative(s) attend HWA conference	TBC	Medium	Board / DO	Conference attendance and representation
<b>Improve performances across Peel representative and Rebels teams each year, based on final standings of the competition</b>	18. Develop spreadsheet to record team results from 2018, and update annually with results to monitor performance	March 2019	Medium	Admin	Spreadsheet developed
	19. All Rebels coaches hold or be working towards coaching accreditation by 2020	March 2020	Medium	Metro Director /DO	All coaches have accreditation
	20. Provide incentives for players to represent Peel and nominate for state representatives' teams	May 2020	Low	DO/Junior & Senior Directors	Incentives available for representative players HWA Country Week and other opportunities
	21. Talent identifications pathway and local development opportunities for juniors	May 2020	Medium	DO/Junior Director	Pathway established & annual development program implemented



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	22. Nominate a minimum of one team in the highest division in each respective age group before any other division is nominated	May 2020	Medium	Junior & Senior Directors	75% compliance by 2019, 90% compliance by 2020, 100% compliance 2021
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PHA Goal	<b>2: Develop – to increase the quality of local players, teams, officials and coaches</b>
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Increase the number of accredited coaches and officials annually by a minimum of 10%	23. Establish current number accredited coaches and officials	February 2019	High	DO	Spreadsheet developed
	24. Undertake accredited training courses with HWA	February 2019	High	DO	Course dates confirmed in Peel or Rockingham
	25. Establish contacts locally or with HWA to undertake assessments	April 2020	Medium	DO	List of approved assessors and their contact details
	26. Provide information to clubs regarding courses available to members	Ongoing	Low	DO	All HWA courses are promoted at least once to members
Increase the number and quality of team manager and coaching applications received for representative and Rebels teams, by aiming to have multiple applicants apply for each advertised position.	27. Record applications and accreditation credential for 2019 coaches' positions	April 2019	High	DO	Spreadsheet developed
	28. Ensure at least one coaching course is run locally annually (Mandurah or Rockingham)	July 2019	Medium	DO/ Develop. Director	At least one course run locally annually
	29. All coaches have a minimum current level 1 coaching accreditation	May 2021	Medium	DO	75% coaches accredited by 2020, 100% coaches accredited by 2021
	30. Have at least half of the teams appoint assistant coaches to assist with development and succession planning	April 2022	Low	DO/ Develop. Director	50% of teams with assistant coaches by April 2022
	31. Establish and/or review role descriptions for manager/coach/assistance coaches	May 2019	Medium	DO/ Develop. Director	Role description developed or reviewed for all positions



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	32. Investigate what incentives can be offered to encourage coach and manager nominations at low or no cost to the organisation	April 2020	Low	DO/ Develop. Director	Increase in applications as a direct or indirect result of incentives being offered.
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**PHA Goal 2: Develop – to increase the quality of local players, teams, officials and coaches**

Strategy	Management Changes Proposed	Cost of Implementation	Year of cost implication	Source of Funds	Evaluation Procedure
13	N/A	\$4300 (\$3500 external funding, \$800 internal)	2019	Development budget/ external sponsorship	Number of books developed and produced
14	N/A	Included in strategy 13	2019	Development budget/ external sponsorship	Number of videos developed and uploaded
15	N/A	Cost of course delivery (HWA)	Annually	Development budget	Number of courses delivered and members who attended
16	N/A	N/A	N/A	N/A	Registrations in HWA courses
17	N/A	N/A	N/A	N/A	Peel representatives attend HWA conference
18	N/A	N/A	N/A	N/A	Recorded improvement of team performances
19	N/A	N/A	N/A	N/A	Number of coaches with accreditation
20	N/A	\$2000 available for representative players	2020 & 2021	Sponsorship	Increase in nominations with the introduction of incentives
21	N/A	N/A	N/A	Participant funded if required for development program	Number of junior participants identified and involved in development program
22	N/A	N/A	N/A	N/A	Percentage achieved
23	N/A	N/A	N/A	N/A	Number of accredited coaches and officials within Peel
24	N/A	N/A	N/A	N/A	Courses delivered and participants in attendance
25	N/A	N/A	N/A	N/A	Spreadsheet with assessors' details
26	N/A	N/A	N/A	N/A	Number of courses promoted as a percentage of those offered
27	N/A	N/A	N/A	N/A	Number applications received





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28	N/A	Cost of course delivery (HWA) (included in 15)	Annually	Development budget	Number of courses delivered and members who attended
29	N/A	N/A	N/A	N/A	Percentage of appointed coaches with accreditation
30	N/A	N/A	N/A	N/A	Percentage of teams with assistance coaches
31	N/A	N/A	N/A	N/A	Approved role descriptions
32	N/A	N/A	N/A	N/A	Increase in nominees for positions



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PHA Goal	<b>3: Grow – to increase participant numbers across both junior and senior programs by 15% each year over the next three years</b>
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<b>Strive to achieve 90% retention of junior and senior participants each season</b>	33. Establish best way to capture and overlay data for each season	March 2019	High	Registrar	Development of mechanism to capture data
	34. Each May, undertake comparison to establish retention rate	May 2019, 2020, 2021	High	Registrar	Report on retention rate at first Board meeting after junior competition begins Surveys sent on time
	35. Send exit surveys to those who have not returned to establish reason for leaving	June 2019, 2020, 2021	High	Registrar	Findings from survey results tabled at July Board meeting for discussion and action
	36. Implement changes where practicable to reduce or remove identified causes of non-return that fall within organisations control	July 2019, 2020, 2021	High	Board, led by President	
<b>Provide modified, inclusive programs to entice entry level participants by delivering at least one modified program for juniors and seniors each year</b>	37. Ensure summer competition is run for juniors and seniors annually	October 2019, 2020, 2021	Medium	Registrar/ Admin	Delivery of program annually, increase in new participants to organisation
	38. Trial mid-week senior's competition of a modified format (7 a side etc) Monday nights during 2019 season	2019	High	Senior Director/ DO	Modified competition run with average of 18 participants over course of competition
	39. Trial a 5 week modified hockey program at a local school during term 1, with final week held at Stadium to promote winter season and registrations	2019	High	Junior Director/ DO/ Registrar	Delivery of program at minimum of one school. Minimum 25% transition rate to winter season programs/ competitions



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PHA Goal	<b>3: Grow – to increase participant numbers across both junior and senior programs by 15% each year over the next three years</b>
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<b>Increase the conversion rate of participants at school clinics joining Peel's participation programs and competitions to 20%</b>	40. Engage local club representatives at school clinics to provide contact person to assist with transitions	Annually from 2019	Medium	DO/Clubs	All clinics have a club representative in attendance
	41. Provide incentive for new registrations	Annually from 2019	High	Develop. Director/DO	Increase in transition over previous years
	42. Transition rates from clinics to competitions and programs are tracked	Annually from 2019	Medium	Registrar	Spreadsheet created to record transition rate, target of 20%
	43. Implementation of HWA Ambassador Program	TBC	High	Develop. Director/DO	12 ambassadors across the region / 6 with Stick With IT PD
<b>Over the next three years trial and evaluate at least three incentives for existing members to recruit and attract new members</b>	44. Review survey feedback and workshop potential initiatives to attract and recruit new members	February 2019	High	President & Board	Workshop held, and initiatives established by February 2019
	45. Introduce initiative at start of each hockey season for next three years		High	Participation / Registrar	Initiatives introduced, and data collected for evaluation
	46. Evaluate success of initiatives and present to Board for review	June 2019 / 2020 / 2021	High	Registrar	Data collected and reviewed against previous years (where applicable)
<b>Within the next 18 months investigate opportunities for the growth of local hockey within the Indigenous and CaLD communities</b>	47. Contact CaLD service providers and DSR regarding culturally appropriate engagement strategies	June 2019	High	DO/ Develop. Director	Presentation to Board regarding findings and opportunities
	48. Investigate funding opportunities through bodies such as Office of Multicultural Interests	July 2019	High	DO/ Develop. Director	Seek and apply for funding to assist/enable program delivery



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	49. Deliver HWA Indigenous Support Program	December 2019	Medium	DO/ Participation Directors	Program delivered
	50. Evaluate success of program against KPI's, participant feedback and any funding criteria	November 2020	Medium	DO	Evaluation performed and reviewed at AGM



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PHA Goal	<b>3: Grow – to increase participant numbers across both junior and senior programs by 15% each year over the next three years</b>
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Strategy	Management Changes Proposed	Cost of Implementation	Year of cost	Source of Funds	Evaluation Procedure
33	N/A	N/A	N/A	N/A	Mechanism to record retention rate
34	N/A	N/A	N/A	N/A	Retention rate figures
35	N/A	N/A	N/A	N/A	Acknowledgement by Registrar that surveys have been distributed
36	N/A	N/A	N/A	N/A	Survey results
37	N/A	\$140/hour turf + \$25 staff \$165/hour. Can accommodate 34 (half field, 4 teams, 9/team).	Annually	Income from registrations - \$80/h x 8 wks = \$10/wk. Require 17 for viability	Total number of participants and new participants to PH
38	N/A	\$140/hour turf + \$25 staff \$165/hour. Can accommodate 34 (half field, 4 teams, 9/team).	Annually	Income from registrations - \$80/h x 8 wks = \$10/wk. Require 17 for viability	Total number of participants and new participants to PH
39	N/A	Factored into Development Officer wages	Annually	Development budget	Number of programs delivered, participant numbers and transitions to PH
40	N/A	N/A	N/A	N/A	Number of club representatives in attendance
41	N/A	N/A	N/A	N/A	Number of people who transition annually and compared with historical data
42	N/A	N/A	N/A	N/A	Number of transitions
43	N/A	N/A	N/A	N/A	Number of Ambassadors in the region's schools
44	N/A	N/A	N/A	N/A	Compiled list of potential initiatives with top three options selected for implementation
45	N/A		Annually		Number of new registrations received due to incentives o
46	N/A	N/A	N/A	N/A	Statistics comparing recruitment initiative strategies
47	N/A	N/A	N/A	N/A	Report summarising findings from meetings with CaLD providers and DSR
48	N/A	N/A	N/A	N/A	Success of application/s



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49	N/A	N/A	N/A	N/A	Delivery of HWA Indigenous Program
50	N/A	\$1500 grant funding or modified program delivered utilising DO budget as alternative	2020	Office of Multicultural Interest / DSR	Participant numbers – as per any funding conditions, number of participants who transition to competitions

**PHA Goal 4: Governance – Off-field activities and initiatives ensure a highly effective and well-run organisation and region**

<b>Improve the organisations' and region's operations through strong governance, risk identification and streamlined operations.</b>	51. Review, update and have endorsed a new constitution in as per with the Act	June 2019	High	GF&A Director/ Pres / Admin	Adoption of new constitution in accordance with the Associations Incorporations Act
	52. Review and implement risk management plan, ensuring strong knowledge in Club	February 2019. Review annually	High	GF&A Director	Adoption and distribution of risk management plan
	53. Create templates to ensure relevant, specific, timely and consistent reporting of progress on the five Goals and objectives and strategies	March 2019	High	GF&A Director/ President/ Admin	Templates created and distributed for reporting by Directors at April meeting
	54. Review existing and where required develop new policies/procedures, ensuring relevant and specific to PH	July 2019	Medium	GF&A Director/ Admin	Development of policy and procedure manual for adoption at July board meeting
	55. Future strategic and operational planning at a regional and club level	October 2019	High	Board / Clubs / HWA	Complete Top Plan and Top Club planning for 2019
<b>Improve Board and Committee capacity and continuity by ensuring succession plans are in place for all positions by 2020</b>	56. Undertake a skills audit and understand intentions of existing Board and committee members with regards to succession planning	April 2019	High	GF&A Director/ Admin	Skills audit undertaken, and success plan template completed
	57. Through various communication channels advertise expression of interest for Director and Committee positions	June 2019	Medium	GF&A Director/ Promotion	Expression of Interest promoted through a variety of channels
	58. Ensure role descriptions and required skills/expertise (if any) are adopted by Board for all volunteer positions	June 2019	High	GF&A Director / Board	Role descriptions completed and adopted by Board at June Board meeting



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	59. Generate a training/skills plan to ensure volunteers (new and existing) have appropriate skills for desired positions	September 2019	Low	Admin	Training and skill development plan completed with identified timelines for completion specific to each volunteer
	60. Develop an orientation/induction training and/or package to ensure appointed volunteers fully comprehend roles & responsibilities	February 2020	Low	GF&A Director/ Admin	Package/program developed and adopted by Board for immediate implementation

PHA Goal	<b>4: Governance – complete implementation of off-field efficiency initiatives</b>
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<b>Continue to deliver on partner and funding agreements by ensuring all requirements and reporting processes are completed.</b>	61. Book in regular meetings with funding bodies to provide ongoing updates and review of agreement	March 2019	Medium	Admin/ GF&A Director	Meetings booked for 2019 Calendar year
	62. Provide bi-monthly updates at Board meetings to ensure progress is communicated	Bi-monthly ongoing	Low	Admin	Bi-monthly report presented
	63. Complete and deliver on HWA Regional Servicing Plan	Ongoing 2019	High	Board and Clubs	HWA RSP achieved
<b>Ensure annual operations maintain financial sustainability by continuing to budget for and contribute surplus revenue to the sinking fund annually</b>	64. Annual budget is prepared and adopted with estimated surplus of a minimum of 10% of turnover	September annually	High	Admin	Budget presented to September board meeting
	65. Annual review of sinking fund account to ensure maximum rate of return on savings	January annually	Medium	Admin	Annual meeting with bank to review accounts and maximise return
<b>Develop a volunteer retention and recognition program by 2020 to improve attraction,</b>	66. Investigate initiatives which have had success retaining and recognising volunteers in another organisation	February 2019	Medium	Develop Officer / Admin	Report presented to March Board meeting regarding findings



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<b>retention and recognition of hockey volunteers</b>	67. Development of rewards and recognition initiatives and strategy for implementation (i.e. various levels/category of volunteer and relevant reward/recognition to be offered)	May 2019	Medium	Develop Officer/ Admin	Report presented to May Board meeting regarding proposed volunteer reward and recognition strategy for adoption and immediate implementation
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PHA Goal	4: Governance – complete implementation of off-field efficiency initiatives
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Strategy	Management Changes Proposed	Cost of Implementation	Year of cost	Source of Funds	Evaluation Procedure
51	N/A	N/A	N/A	N/A	Modification made to constitution in accordance with the Act
52	N/A	N/A	N/A	N/A	Modification made to risk management plan & number of volunteers briefed/trained
53	N/A	N/A	N/A	N/A	Number of report templates created; Number of reports presented at each Board meeting.
54	N/A	N/A	N/A	N/A	Number of policies/procedures reviewed/produced
55	N/A	N/A	N/A	N/A	Completion of PH SP (Top Plan) and club's ops plan (Top Club)
56	N/A	N/A	N/A	N/A	Number of skills audits completed. Number of identified vacancies once succession plan undertaken
57	N/A	N/A	N/A	N/A	Number of Expression of Interests received
58	N/A	N/A	N/A	N/A	Number of role descriptions created
59	N/A	N/A	N/A	N/A	Number of personnel and training courses required
60	N/A	N/A	N/A	N/A	Number of inductions held/information booklets produced
61	N/A	N/A	N/A	N/A	Meeting dates scheduled
62	N/A	N/A	N/A	N/A	Bi-monthly report
63	N/A	N/A	N/A	N/A	HWA Regional Servicing Plan achieved
64	N/A	N/A	N/A	N/A	Budget figures prepared
65	N/A	N/A	N/A	N/A	Interest rates available
66	N/A	N/A	N/A	N/A	Report
67	N/A	\$1000	2019 onwards	Sponsorship	Report presented



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PHA Goal	<b>5: Infrastructure – Provide sustainable high quality facilities that cater for growing participation</b>
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<b>Be financially and operationally prepared for and deliver the major infrastructure works required in two to five years' time</b>	68. Continue infrastructure replacement and maintenance levy to all players	Ongoing	High	Infrastructure. Director	Funds available annually for investment into sinking fund
	69. Establish scope of works, quotes and timeframes for turf replacement and associated capital works, with variety of turf surface options	October 2019. Review May 202	High	Infrastructure. Director	Report tabled at November Board meeting regarding works and timeframes.
	70. Establish current turf and association infrastructure life span	May 2019	Medium	Infrastructure. Director	Professional assessment of turf life span undertaken
	71. Conduct regular meetings with HWA, City of Mandurah and DLGSC regarding potential funding and support available	Quarterly from February 2019	High	Infrastructure. Director / President	Four meetings held annually. Indication of level of support identified by May 2019, with commitment of funds by December 2019
<b>Maintain the highest standard of player/spectator facility outside of the Metro area</b>	72. Ensure equipment meets required standard though facility and equipment audit, asset register and budget allocation	Half yearly from March 2019	High	Infrastructure. Director	Asset register and audit completed  HWA Healthy Club Program
	73. Ensure sufficient facilities to accommodate current and future membership by booking and maintaining Peelwood grass fields	Annually from February 2019	Medium	Infrastructure. Director / Admin	Members, particularly juniors, able to utilise grass fields for training and representative practice
	74. Review operating expenses and identify cost saving measures to ensure sufficient funds are set aside for facilities, equipment replacement and affiliation cost	October 2019	Medium	Board / Admin	Critical review of operating expenses and opportunities for cost saving measures established
	75. Implement a hazard / rectification reporting system	March 2019	High	Board / Infrastructure Director	Online reporting system implemented with priority action plan



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# Peel Hockey STRATEGIC PLAN 2019 – 2021

Hockey WA Vision	Hockey for All
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PHA Goal	<b>5: Infrastructure – Provide sustainable high quality facilities that cater for growing participation</b>
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<b>Ensure the planning for the upcoming major infrastructure works assesses opportunities to create an 'inclusive' playing surface, which has the capacity to cater for non-hockey clubs and organisations</b>	76. Investigate successful joint use initiatives with other sports for artificial hockey pitches	April 2019	High	Infrastructure. Director	Report presented with viable options to April Board meeting
	77. Approach other local sporting bodies regarding utilisation of multi-purposed surface	May 2019	High	Infrastructure. Director	Meetings held with potential sporting bodies and reported at July Board meeting
	78. Investigate and apply for funding opportunities for multi-purposed surface should complimentary sport be identified	August 2019 (CSRFF cut off with CoM)	High	Infrastructure. Director	Funding opportunities and timelines for submission established
	79. Assist HWA to implement 2019 Strategic Facilities Plan	Ongoing 2019	Medium	Infrastructure. Director	



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Strategy	Management Changes Proposed	Cost of Implementation	Year of cost	Source of Funds	Evaluation Procedure
68	N/A	N/A	N/A	N/A	Annual contribution to sinking fund
69	N/A	N/A	N/A	N/A	Cost estimates and timeline
70	N/A	N/A	N/A	N/A	Assessment completed by Polytan
71	N/A	N/A	N/A	N/A	Number of meetings held and commitment of financial support
72	N/A	\$10500 allocated within 2018/19 budget	2018/19	Repairs and Maintenance	Asset register updated and audit completed
73	N/A	\$200	Ongoing	Already committed within budget of ground hire/expenses	Number participants utilising reserve
74	N/A	N/A	N/A	N/A	Decrease in operational expenses
75	Monthly review of hazard actions	N/A	N/A	N/A	Take up of hazard reporting system
76	N/A	N/A	N/A	N/A	Number of potential joint use sports for turf redevelopment
77	N/A	N/A	N/A	N/A	Number of sporting bodies and meetings held
78	N/A	N/A	N/A	N/A	Funding streams identified and applied for
79	N/A	N/A	N/A	N/A	Contribute to HWA 2019 Strategic Facilities Plan