

Play Hockey 2021-2024

**The Sport of Choice across Cairns
and Far North Qld**

DRIVING OUR FUTURE TOGETHER
CHA STRATEGIC PLAN 2021-2024

Our Purpose

To build, grow, develop and deliver Hockey for everyone, support community social priorities and create a hockey experience that is inclusive, affordable, safe, and fun that encourages people to play and stay in our sport

Our Values

As an organization, we stand for equity and opportunity and we seek excellence in what we do. To strive to achieve this, we place the following expectations, conduct and behaviours on our workforce, officials, volunteers and members and players

- ☐ **Diversity and Inclusion** – To be the sport of Choice for all we must respect and embrace the differences within our community and celebrate the commitment to One Community including using hockey as a tool to drive positive social outcomes
- ☐ **Leadership, inspiration and innovation** – through clarity of purpose, consistency of direction and confidence of self, we show courage and belief in moving forward supporting each other to identify new solutions to local challenges.
- ☐ **Communication** – sharing information with clarity, being honest and forthright, seeking and respecting the feedback and listening to our members, officials, volunteers, workforce and stakeholders.
- ☐ **Resilience** – we accept that not all will go our way – we don't focus on the negative, our strength is how we react, respond and recover finding support as we move forward together, stronger for the challenge

STRATEGIC PRIORITIES

- ❑ **BUILD** Hockey through Quality Facilities and Infrastructure to meet whole of hockey needs
- ❑ **GROW** Hockey through strong relationships with school , community and broad program delivery formats
- ❑ **DEVELOP** Hockey through building strong capabilities , capacities and pathways
- ❑ **LEAD** Hockey through driving strong governance, financial performance and collaboration with one community
- ❑ **CELEBRATE** Hockey through annual events, commitment to state and national presence and an increase in profile, promotions and partnerships
- ❑ **SUPPORT** Hockey diversity and inclusion through strong social based support programs driving positive community needs across health/well being /education and culture

Build and Grow Hockey – Build Quality Facilities and Strong Relationships as the platform to Grow Participation and Play Hockey Strategies

Objective	Activity	How We Will Measure Success
1.1 Develop Quality Facilities to support the identified key strategic priorities	i. Complete a detailed regional facility audit ii. Develop a guide and vision for hockey facilities across the region iii. Gain Federal, State and Local Government support for hockey facilities across the region	<ul style="list-style-type: none"> • Drive the completed 2021-2024 Regional Infrastructure Plan
1.2 Support Clubs, stakeholders and partners to deliver models for engaging new and re-engaging lapsed players, officials and coaches	i. Complete an analysis of program offerings and develop base line data of our membership ii. Co-design initiatives and programs for at risk segments. iii. Deliver a PLAY HOCKEY Development Plan to encourage Cairns and FN Queenslanders to take up, stay in and Play Hockey. iv. Refresh and Revitalize volunteer and remunerated workforce to support and strength Play Hockey strategies.	<ul style="list-style-type: none"> • Increase the combined total participation across all categories by 20% by 2024
1.3 Implement value adding school and community support models to strengthen diversity and inclusion	i. Complete school sports and school hockey audit across the region. ii. Develop within co-design initiatives an expansion of the current Aspire Schools Program to broaden accessibility to hockey in schools iii. Educate and train teachers and community volunteers to deliver refreshed and revitalized Schools Program above. iv. Provide necessary resources to drive school programs. v. Improve our relationship with School Sport Queensland and School Sport Australia	<ul style="list-style-type: none"> • Develop base line data of active hockey activities in school and external community programs increase by 10% by 2024
1.4 Showcase Hockey to Cairns and FNQ community	i. Develop and implement a media and promotion plan to increase awareness across the whole community around Play Hockey strategy. ii. Share Good News Stories across whole of hockey to encourage and strong understanding of Play Hockey. iii. Provide the necessary resources to drive this objective	<ul style="list-style-type: none"> • 50% growth in engagement level across our digital platforms by 2024

Develop and Lead Hockey – Deliver strong capacity to support sustaining success across participation and performance pathways, financial performance and governance

Objective	Activity	How We Will Measure Success
2.1 Enhance and deliver a quality Association Support Program.	<ul style="list-style-type: none"> i. Establish base line data of Association satisfaction ii. Audit the skills the association has access to iii. Provide a network for clubs, members, stakeholders and volunteers to develop and learn from experts and from each other 	<ul style="list-style-type: none"> • Member., stakeholder, volunteer Satisfaction with Cairns Hockey is min 80% by 2024
2.2 Develop the player participation and performance pathway with transparency and quality programs.	<ul style="list-style-type: none"> i. Identify and promote the playing pathway ii. Develop and Lead the Cairns Academy Programs to support development opportunities for all players iii. Create a calendar sharing development opportunities for all players. 	<ul style="list-style-type: none"> • Min 3 development opportunities to be offered each year excluding rep hockey opportunities • Where possible, multiple Cairns Hockey teams competing at all regional and state championships with Division 1 teams finishing Top 4 by 2024.
2.3 Build the pool, pathway and capacity of Coaches, Officials and Volunteers	<ul style="list-style-type: none"> i. Identify the coaching and officiating needs across the region and set targets ii. Develop and implement training and upskilling framework and pathway for Coaches, Officials and Volunteers including a mentor support program iii. Develop and implement a calendar to support the training and upskilling framework iv. Provide reward and recognition opportunities for all our workforce – volunteer and otherwise 	<ul style="list-style-type: none"> • Meet the coaching and officiating targets set each year • 4 state badged Umpires (2 Male, 2 Female) • 2 State badged Technical Officials (1 Male, 1 Female) • Nu 2024
2.4 Ensure the advancement of Cairns Hockey through good governance, financial and business operations.	<ul style="list-style-type: none"> i. Complete an organisation review with identified recommendations implemented including best place constitution, structural reform ii. Create a 2021-2024 Business Plan focus on reducing member direct costs and increasing non-member revenue opportunities iii. Align data collection through national and state programs and identify best use of Revolutionize regionally including a review and refresh of association policy bank to support sustaining equity and opportunity 	<ul style="list-style-type: none"> • Implement findings from review. • Drive Business Plan outcomes • Improve value adding programs through data base take up and understanding with all clubs trained and supporting aligned governance and data base programs by 2024

Celebrate and Support Hockey – Creating a safe and enjoyable hockey experience for all by embracing diversity and promoting inclusion

Objective	Activity	How We Will Measure Success
3.1 Develop strategic partnerships that maximise the impact to Hockey in Cairns and FNQ and benefit a healthy and active community	<ul style="list-style-type: none">i. Build partnerships with key media in Cairnsii. Foster closer working relationships with key regional, state and national sporting, health and active recreation organisations.iii. Identify opportunities and partnerships that influence regional, and state policies, structures and developments that impact our sport.	<ul style="list-style-type: none">• Audience engagement through media monitoring is increased by 20% by 2024• Create 2 new collaborative partnerships each year.
3.2 Deliver commercially viable events to enable broader engagement with Hockey.	<ul style="list-style-type: none">i. Support the development of a regional sports tourism strategy for hockeyii. Maximise the promotion and commercial viability of Hockey One to Cairns and North Queensland and generate partner opportunitiesiii. Promote and realise commercial opportunities for regional, state, national and international events and generate partner opportunities around thisiv. Support non-member revenue opportunities through event strategies including a marquee hockey event for Cairns .	<ul style="list-style-type: none">• Increase commercial partnerships aligned to event delivery by 30% by 2024• North Queensland has a team in Hockey One with Cairns as a driving partner• Min 2 events per annum delivered by Cairns Hockey
3.3 Support and Expand programs that use hockey as a tool to drive positive social outcomes through Aspire to be Deadly Program and identified community priorities	<ul style="list-style-type: none">i. Identify and drive supportive governance action to better place Cairns Hockey and Aspire to be Deadly in the social outcome spaceii. Develop and advance the community hockey hub and yarning placeiii. Develop and advance Aspire Schools, Empower Me and Deadly 5's programsiv. Support Reconciliation Action Plan aligned to Hockey Australia and Hockey Queenslandv. Celebrate First Nations culture within Cairns Hockey and improve awareness and knowledge of this culture within the hockey community through indigenous round and other events and activities	<ul style="list-style-type: none">• Strong governance that support the driving of social outcomes• Hockey Hub open 4 days a week by 2024• Meeting and exceeding funding outcomes• Reconciliation Action Plan finalized by 2024• Indigenous Round in annual calendar
Drive aligned state and national programs to drive inclusive supported programs	<ul style="list-style-type: none">i. Align with national and state frameworks relating integrity, ethical decision making and related issuesii. Provide options for Clubs to improve compliance reporting through technologies.iii. Provide online education resources in the areas of WHS, Risk and Child Safety.	<ul style="list-style-type: none">• Implement child safe, integrity and ethical decision making frameworks• All Clubs have access to improved technologies to increase compliance• Ongoing training scheduled for child safety, WHS and Risk Issues