



Northern Sydney and Beaches Hockey Association

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Annual Report

November 2016

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1 President's Report

In just the second full year of operations for the Northern Sydney and Beaches Hockey Association (**NSBHA, NSB Hockey, the Association**), I wish to commend the contributions of the many volunteers contributors who have helped to see:

- The representative program settling into a rhythm in both indoor and outdoor hockey.
- NSBHA crowned NSW State Champions in outdoor U15 Girls Division 1 and in State Championship successes also in three Women's Masters categories - O35 Division 1 (NSBHA White), O40 Division 1 (NS2) and O45 Division 1 (Warringah);



NSBHA U15 Girl's - Division 1 State Champions 2016

- Growth in interest for our local 6-a-side competitions. A particular thanks to the significant contribution of Julie Brereton;
- NSBHA continuing to operate at low cost on the back of generous volunteer contributions. The financial position is sound on the back of a strong operating profit of \$53,792. Membership fee contributions have enabled the further accumulation of surpluses into a fund for future infrastructure projects in our area (\$51,674 as at end September 2016, up \$26,674 in 2016);



- NSBHA was pleased to acknowledge the service of North Shore Women's Hockey Association Life Members Robyn Chappell, Georgie Shaw, Sue Prell, Bess Rosen and Judy Wood through a recognition on the NSBHA website.
- Acknowledging the high priority for improved hockey infrastructure in the NSBHA area, an NSBHA Facilities Strategy has been developed and endorsed by the Committee in June 2016. This strategy is being actioned with the support of Hockey NSW. Emerging prospects for new or upgraded hockey facilities in Neutral Bay, Freshwater, St Ives and North Turramurra (Kuring-gai Hockey Centre);
- The NSBHA Business Plan (2014-2017) was reviewed and progress updated by the Committee in May 2016. It is available to members on the NSBHA website. The next major update to the Business Plan is scheduled for June 2017.
- An ongoing Development agenda for players, coaches and umpires is open to all NSBHA hockey stakeholders. Initiatives in partnership with NSBHA delivered through local clubs (pre-season clinics) and Hockey NSW (Centre of Development, Sydney Metro Academy, Athlete Acceleration Program, grass-root programs in schools) provide a useful balance between investing in growth, grass-roots development and talent acceleration.
- On behalf of members I like to extend a particular thanks to Rick Elanbas for his contribution this year towards umpiring development in NSBHA in 2016. I'd also like to thank and recognize the contribution of Sharon Johnston in her service on the inaugural Committee of NSBHA and her particular contributions in leading the Development portfolio since November 2014.
- Thanks mainly to Sue Pickering the NSBHA website continues to evolve, the NSBHA Facebook profile is proving highly effective in communicating and engaging, and payment administration has been made more efficient through the use of PayPal.



A fuller summary of progress on the Key Performance Areas identified in the NSBHA Business Plan (Nov 2014-Oct 2017, updated February 2016) is shown in Appendix 3 of this Annual Report.

Nonetheless, challenges are ever present. Amongst those most pressing:



- Membership is down reflecting some schools preferring alternative competitions that offer wet-turf fields;
- NSBHA is always looking for more volunteer help ... administrators, coaches, managers. We'd encourage more members to help build our service to members;
- Pathways to grant funds to enable new hockey infrastructure for our area remain limited in the current political and economic climate;
- Sowing growth of hockey participation within NSBHA will be a task requiring persistence over the medium term. Specifically, we'd anticipate a 5-10 year journey towards a more balanced individual membership by gender and towards a broader participation of NSBHA male representative teams.

Notwithstanding the risks and challenges, NSBHA is well positioned to serve the interests of hockey into the medium term. There are many I'd like to take this opportunity to thank for their contribution to the successful start-up of NSBHA, including:

- The NSBHA Committee;
- The NSBHA Representative Hockey sub-committee;
- The pool of coaches and managers of NSBHA representative teams;
- The two key organisers of NSBHA local competitions in Sharon Wilson (school competitions) and Julie Brereton (6-a-side).

Finally, I wish to thank the membership for this opportunity to serve and in expressing my appreciation of the generous support that has been shown to your NSBHA Committee. I look forward to further consolidations and progress for hockey in our area over 2017.

David Johnston

President, NSBHA



2 Treasurer's Report

Membership to end September 2016 stands at 2018, comprising 130 U7s, 460 U11s, 544 U18, 759 O18s, 23 HookIn2Hockey and 102 Mollie Dive Schoolgirls. This represents an 8% decline in membership over 2015 figures, accounted for primarily by the departure of a series of North Sydney based school teams in favour of schoolgirl competitions on wet-turf in other parts of Sydney.

NSBHA has ended its second full financial year in strong shape. An operating profit of \$53,792 has been delivered to end September 2016, up from \$47,584 in 2015 but primarily as a function of booking 6-a-side competition revenues, but not the costs, within this financial year. A reconciliation using estimated 6-a-side competition costs in 2016 shows underlying NSBHA operating profits of 2016 in line with those of 2015.

Once again the resultant net assets comprise predominantly of cash balances across the four NSBHA bank accounts.

The accounts to end-September show an accumulation of funds consistent with the stated objectives in the Association's first Business Plan. Note that the balance in the bank account for future hockey infrastructure investment continues to build and is as at end-September 2016 stands at \$51,674.

The operations of the three bank accounts spanning general administration, representative hockey and masters' hockey continues to work well and assurances checks attest to ongoing sound governance.

There were no NSBHA member funds spent on uniforms and only minor investments in equipment (thanks to our clubs who continue to support). There was an interest accrued on bank balances \$888.00 whilst the accounts currently incur no fees.

The Oct-Nov 2015 6-a-side competition delivered a modest surplus of around \$5,800. As previously flagged to the membership, NSBHA channeled these competition profits towards subsidising the representative system in 2016. Subsidies varied across the age-groups, with a particular focus on capping the costs at the U13 and U15 age-groups to a maximum of \$450 per player.

As per the plan, I can confirm that the representative system is operating to its charter in respect of its financials. They aim to ensure cost recovery only, overall and on a per team basis, mindful of the growing costs of representative hockey. So too with Masters. In practice, both Masters and the other Reps have delivered small operational surpluses to allow ongoing investments in equipment and sundry items.

The simplified Profit and Loss statement and Balance Sheet for NSBHA as at end-September 2016 is shown for reference in Appendix 1: NSBHA Financial Accounts.

Christine Cannon

Treasurer, NSBHA



3 Representative Convenor's Report

The introduction of HNSW Association reform created a unique opportunity to review our representative program.

2016 was our 2nd year in operation after the introduction of HNSW Association reform in 2014. NSBHA has had another successful year enabling all NSBHA members the opportunity to play representative hockey. An extensive voluntary administrative effort created a decent platform, enabling us to provide players with an enjoyable & competitive environment.



NSBHA U15 Girl's - Division 1 State Champions 2016

A representative committee continues to review/create programs, policy and strategies. The committee consists of myself, Andy Moore (GNS), Mandy Hewitt-Park (Mosman/Manly), Fiona Telfer (UTS), Julie Brereton (GNS) & Rachel Miller (HNSW). Julie joined the committee in late 2015 and fell into coordinating the 6-side competition in term 4. She did an amazing job and surplus funds from this competition gave us the opportunity to subsidise 2016 players' representative fees.

NSBHA once again fielded teams in all female age groups & in Opens for men.

Once again due to lack of numbers in U13, U15 & U18 boys age groups players were given the opportunity to trial with NWSHA. Our relationship with NWSHA affords male players an opportunity to be involved in representative hockey & I think an important association to continue into the future.

A notable result was our U15/1G side who won division 1 @ Field State Championships.

Team Numbers



Team Numbers				
	2016		2015	
	Field State Champs	Indoor State Champs	Field State Champs	Indoor State Champs
U13G	2	2	2	3
U13B	-	1	-	1
U15G	2	2	2	2
U15B	-	-	-	-
U18G	1	1	1	1
U18B	-	-	-	-
Open Women	1	1	1	1
Open Men	1	-	1	-

NSBHA fielded two U11G teams & 1 U11B team, who attended numerous carnivals and their season culminated with Kim Small Shield & Michael York Cup in Tamworth. Two U11G & 1 U11B teams will also take part in a locally organised indoor tournament in November. Thank you to Mark Hewitt-Park who has taken on the role of organising an indoor program for this age group.

We've continued to develop the NSB website & introduced a Facebook page which has proven to be a useful medium in communicating to the masses. Player payments are now taken via Paypal, a more cost effective option than IMG & less administration than the existing EFT method.

In review of 2016 program;

Hits... successful, great enthusiasm, well run, excellent coaches, player fee subsidy

Misses... player eligibility, umpire development, lack of interest in indoor





Thank you to everyone who has contributed and ensured the season has run so smoothly.
It has been an extremely rewarding experience and I look forward to the year ahead.

Sue Pickering
Representative Hockey Convenor, NSBHA

4 Women's Masters Hockey

NSBHA women's masters have had another successful season both at State Championships and in the SWHL masters competition.

2016 started with trials in February where four teams were selected to compete in the SWHL midweek masters competition. This season we also embraced a 5th team under our umbrella, known as the NSBHA white team who competed in our alternate white strip and played in the Division 1 SWHL competition. They are an independent group but are all players registered in the NSBHA, they previously played masters as Ryde Eastwood 1.

All 5 NSBHA teams will finish the season in the top 4 and played semi-finals commencing 29 August 2016. 4 of our teams have now reached the grand finals to be played on 14 September 2016. Final results are Division 1 - NSB White defeated NSB 1, Division 2 – Sydney South defeated NSB2 and Division 3 – Macarthur defeated NSB 3.

NSBHA had 7 teams compete at the Hockey NSW Women's Masters State Championships 29 to 31 July 2016, in Taree. This was made up of a number of separate groups;

1. Over 35 Div 1 – NS 1
2. Over 35 Div 1 – NSBHA White
3. Over 35 Div 4 – social group
4. Over 40 Div 1 – NS 2
5. Over 40 Div 3 – Warringah group
6. Over 45 Div 1 – Warringah group



7. Over 50 Div 1 – NS 3

We had a very successful tournament winning O35 Div 1 (NSBHA White), O40 Div 1 (NS2) and O45 Div 1 (Warringah). We held a contingent dinner for the North Shore, Warringah and NSBHA White teams comprising 90 people. These small steps are assisting the masters group in becoming a more unified group. The Warringah ladies wore their Warringah uniform but Hockey NSW is looking to have all masters' players in their correct association uniforms by 2018.

The social group consisted of players with a connection to Macquarie University. A number of these players were Masters Only registrations and benefited from the Masters Only rate offered by NSBHA for the tournament. This team borrowed old North Shore uniforms for the tournament.

A large number of NSBHA players attended Hockey NSW Masters State Selection trials in June this year. In total 21 players and officials were selected into the various age based teams to represent NSW at the National Championships being held in Hobart in September/October 2016.

- O35's – 5 players
- O40's – 3 players + Manager
- O45's – 2 players
- O50's – 3 players + 1 shadow player + Manager
- O55's – 3 players + Manager
- O60's –
- O65's - 2 players (inaugural year)

A financial summary for season 2016 is attached in Appendix 2.

Player fees for the SWHL teams and State Championships teams are set separately. This year budgeted costs were again less than actual costs, so after all 2016 expenses come out of the account there will be a balance of nearly \$4,000.00. This balance will enable early 2017 season costs to be covered before fees are collected. Apart from the normal ongoing expenses, extraordinary upcoming costs for 2017 will include replacement of perpetual trophies.

The present Masters' Committee members Hannah Thorley, Michaela Yates and Penny Soegaard have indicated that they are unable to continue in their roles in 2017. Pamela Forbes will continue in her role organising accommodation and other arrangements for State Championships. New committee member are yet to be finalized.

*Hannah Thorley & Michaela Yates
Masters' Committee members, NSBHA*

5 Development Convenor's Report

Once again, NSBHA has been fortunate for the professional contribution of Hockey NSW Regional Coaching Coordinator (RCC) Rachel Miller.

The RCC role provided through Hockey NSW is partly funded the member affiliation contributions from NSBHA and facilitates approximately 20% of their time to NSBHA development.

Priorities outlined by NSBHA for Rachel were spread across the strategy areas highlighted above. In particular, Rachel has been directed towards using her skills and availability to stimulate grass-roots interest in hockey via introductory programs in schools and in establishing complementary new local competitions to capture early participation interest. More broadly, Rachel has had an outstanding contribution to Development across NSBHA has illustrated by the list of her key involvements within our catchment, including:

- Centre of Development programs
- Pittwater RSL small-sided hockey competition
- Coach education evening – Manly, Mosman, Monte, Terrey Hills
- Coach education and accreditations - practical evaluations
- Umpiring education – Terrey Hills/Warringah

NSBHA RCC Rachel Miller in action at the GNS Pre-season Academy (February 2016)



- Umpire education and accreditations - practical evaluations
- Assisted with GNS/NSBHA Development Program
- Selector at Rep Trials (outdoor and indoor)
- School programs
 - North Sydney Boys High
 - Loquat Valley H2H
 - Monte
 - Queenwood
 - Narrabeen Lakes
 - St Joseph's



- Started PISA Hockey Competition w Oxford Falls, St Lukes, Northern Beaches Christian School, Pittwater House.
- U12s Development Clinic
- Rep program review

I am also pleased to report that the new relationships across member clubs with NSBHA have facilitated breakthroughs in the leverage of our limited Development resources through stronger collaborations and shared initiatives. In particular, we are now seeing key Development initiatives from member Clubs in our area open to all NSBHA members. Cross-NSBHA participation in these club led programs has been tremendous in this first year of NSBHA and we dearly hope the spirit of these early successes will continue to grow in future years.

Specifically, club hosted NSBHA-open Development initiatives in 2016 have included:

Feb	GNS	Pre-Season Academy	7-17 years	120 participants	Pennant Hills
	GNS	Hook In2 Hockey	6-12 years	30 participants	Pennant Hills
	GNS	Community & L1 Coaching	NA	4 participants	Pennant Hills
Mar	GNS	U9 and U11 Carnival	6-10 years	50 participants	KHC
	GNS	Coach the Coach Forum	N/A	15 participants	Turramurra
	HNSW	U9 & U11 COD	6-10 years		KHC & Pennant Hills

Regrettably Rachel Miller has recently decided to pursue new professional endeavours and has finished up with her Hockey NSW and NSBHA involvements as of September 2016. I take this opportunity to extend NSBHA's sincere appreciation of Rachel's contribution and in wishing her well in her new pursuits.

I am pleased to advise, however, that Ben Senior has taken over as the RCC servicing NSBHA from September 2016. Welcome to Ben.

Sharon Johnston

Development Convenor, NSBHA

6 Facilities Convenor's Report

It is pleasing to report promising progress towards new hockey infrastructure within the NSBHA catchment including:



- a) A multi-sport artificial surface (suitable for hockey) continues to be considered by North Sydney Council notwithstanding a failed Development Approval for Anderson Park, Neutral Bay.
- b) A multi-sport complex concept (featuring 1 x wet turf for hockey, 1 x multi-sport artificial surface and an indoor complex) approved by the Ku-ring-gai Municipal Council. Circa \$900,000 allocated by Council along with a site (Council Nursery, Mona Vale Road, St Ives). Updated designs and cost estimates envisage a \$15-20M complex for which peak sporting bodies are now actively seeking funding. Unfortunately State Government funding allocations to sport have stalled. Alternative funding options are now under consideration.
- c) Application for grant funding towards a \$750,000 upgrade of the Ku-ring-gai Hockey Centre awaiting consideration. This application remains pending the stalled State Government sports funding allocations. Separately, GNS has submitted an Expression of Interest for a \$1M club grant via the Office of Liquor & Gaming. In the meantime, NSBHA is working with both the Ku-ring-gai Municipal Council and the Department of Education in looking at options to improve this established facility.

As highlighted in the Treasurer's Report, I am pleased to advise that NSBHA has been able to set aside a further \$25,000 from 2016 operational revenues into a fund for the purposes of future infrastructure development. NSBHA certainly will continue to be working hard towards delivering future hockey projects in our area into which our infrastructure development funds can be duly directed.

Christine Cannon

Facilities Convenor, NSBHA



7 APPENDIX 1: NSBHA Financial Accounts as at end-September 2016

SIMPLIFIED PROFIT & LOSS STATEMENT 30 September 2016		
Income	2016	2015
NSB Membership Fees	\$ 50,653.64	\$ 53,709.08
Masters Fees & Payments	\$ 38,747.99	\$ 34,040.80
Rep Fees & Payments	\$ 72,370.76	\$ 70,701.71
Competition Fees & Payments	\$ 18,860.31	\$ 11,203.00
Interest	\$ 888.83	\$ 276.89
TOTAL	\$ 181,521.53	\$ 169,931.48
Expenditure		
Admin: Website, email, and domain	\$ 298.74	\$ 524.42
HNSW Affiliation Fees	\$ 14,275.30	\$ 18,686.25
Masters	\$ 36,894.60	\$ 29,223.60
Reps (excluding Masters)	\$ 70,909.76	\$ 67,699.97
Competition Expenses	\$ 7,898.10	\$ 2,321.60
TOTAL	\$ 130,276.50	\$ 118,455.84
Operating Profit	\$ 53,792.03	\$ 45,574.64
SIMPLIFIED BALANCE SHEET 30 September 2016		
Open Balance	\$ 53,475.64	\$ -
Assets	2016	2015
Cash at Hand		
NSBHA Main Operating Account	\$ 29,932.73	\$17,589.30
NSBHA Representative Account	\$ 7,641.39	\$6,069.14
NSBHA Masters Account	\$ 6,731.37	\$4,817.20
NSBHA Infrastructure Fund	\$ 51,674.18	\$ 25,000.00
Cash at Hand: Total	\$ 95,979.67	\$53,475.64
Trade Debtors	\$ 2,547.00	\$ 2,840.00
Trade Creditors		\$ 8,741.00



8 APPENDIX 2: NSBHA Women's Masters Financial Overview

NSBHA North Shore Masters
2016 Financial Summary

NSB MASTERS - (North Shore Teams) 2016 Financial summary

INCOME

Player fees - SWHL total IMG + EFT	\$	14,777.02
Player fees - State Championships Taree	\$	13,080.00
Interest	\$	54.69
total income	\$	27,911.71

EXPENSES

SWHL

Selection Trials Turf hire	\$	396.00
Competition fees - SWHL	\$	6,588.00
Umpiring - SWHL	\$	3,410.00
Coaches + Managers - SWHL	\$	3,580.00
Expenses for SWHL	\$	13,974.00

State Championships - Taree

Competition fees - State Champs	\$	1,650.00
Turf fees - State Champs \$500 budgeted	\$	-
Marquee + heater - State Champs	\$	558.00
Accommodation - State Champs	\$	4,500.00
Contingent Dinner - State Champs	\$	2,250.00
Umpiring - State Champs	\$	540.00
Expenses for 2016 State Champs	\$	9,498.00

Expenses for 2017 State Champs accom deposit	\$	2,350.00
Presentation night, trophies etc	\$	420.00
Equipment - balls + mask	\$	234.50
TOTAL expenses	\$	26,476.50

balance \$ 1,435.21 Surplus to carry forward to 2017

Current bank balance Bendigo Bank statement 11 Sept 2016	\$	9,731.37
<i>2016 Payments still to come from this:</i>		
SWHL Coaches + Managers	\$	3,580.00
SWHL Umpires \$3410 - \$1650 already paid	\$	1,760.00
Presentation night /trophies	\$	420.00
subtotal	\$	5,760.00

Balance to remain at end of 2016 season
after \$5,760 deducted **\$ 3,971.37** Comprising \$2,326.00 surplus from 2015
and \$1,435.21 surplus from 2016



9 APPENDIX 3: NSBHA Business Plan

The NSBHA Business Plan spanning November 2014 – October 2017 was developed in February 2015 before approvals by the NSBHA Committee and from Hockey NSW. The full NSBHA Business Plan was reviewed and updated in May 2016. It is available to the membership on the NSBHA website.

Shown below is a listing of the Plan's Key Performance Areas with a summary account of accountabilities and progress.

KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				1H 2015	2H 2015	2016	2017		
Administration and Governance	Records	Produce agendas for and minutes of all meetings		●	●	●		Secretary (PT)	On track
	Register	IMG set-up by not later than end-Feb 2015	NSBHA Level 3. WHA separate on Level 3. Clubs at Level 4 under NSBHA. Competitions outside IMG in 2015.	●		●		Secretary (PT, support from CC)	Original action completed. CC maintaining in 2016.
	Constitution	Establish and secure approvals	Model on NSW Dept of Fair Trading with HNSW mandatory clauses.	●				President (DJ)	V1 approved at 10/11/14 IGM V2 approved at 9/2/15 GM
	By-Laws	Establish and secure approvals	Model on established hockey associations including Nth Shore WHA.	●				President (DJ)	V1 approved at 9/2/15 GM
	Business plan	Establish and secure approvals	Model on NSW Dept Tourism, Sport and Recreation template.	●		●		President (DJ)	DRAFT circulating for Committee review
	Health Check	Complete	As per HNSW template	●				President (DJ)	Complete
	Staffing	Establish operational requirements and fill	Competitions – Nth Shore and WHA to manage legacy competitions in the interim. Identify succession resourcing and for future transitions into NSBHA.	●	●	●		Competitions (CC supporting in interim)	Transitions successfully managed with Nth Shore. Volunteer resourcing sorted.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				1H 2015	2H 2015	2016	2017		
Marketing	Website, domain and email	Make operational	Keep it simple and low cost	●		●		Reps (SP)	Website mature and serving needs well.
	Communications	Assemble contact details for associations, clubs and schools	Forge direct reach to hockey stakeholders across the area ... clubs, schools, associations.	●		●		Secretary (PT)	Limited membership to date, still working via NthSWHA and WHA to schools and smaller clubs.
Participation and capacity investment	Participation development	Increase player numbers by 25%	Refer to remaining focus areas.			●	○	ALL	Drift from KHC competitions is causing for drop in membership, albeit offset by growth in other categories.
	Schools	Primary school entry initiative	Free clinic in school hours + H2H x 4 at school after hours + Interest channelled to local 6-a-side competitions	●	○	●		Development (RCC)	Ambitions to approach schools widely scaled back for lack of interest. Successes in the network of local Catholic schools.
	Competitions	New competitions for primary school children new to hockey	Local. Short form. Term based only 6-8 weeks but repeating in T1, T2, T3 and T4. 2-3 comps per term across the area.	●	○	●		Development (RCC)	On the back of work from Avalon down to Manly, a vibrant Term 1 small-sided competition now runs at Pittwater RSL.
	Retention	Analysis of retention hot spots and develop retention initiatives where appropriate	Identify the issues, agree priorities, shape strategies and confirm resources to implement	●	○			Development (SJ)	Awaiting data from HNSW to be able to examine the issues. GNS-Manly partnership to retain local talent.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				1H 2015	2H 2015	2016	2017		
	Player development	More options, more choice.	Clubs work together. Open access to each other. Pool expertise to host locally. User pay programs kept low cost via volunteer staffing. Any clinic revenues recycled within local hockey. HNSW focus on rep talent acceleration, NSBHA facilitates broader based club level initiatives.	●		●		Development (SJ)	Heavy lifting being done in clubs. Open access programs via GNS.
	Coaching Development	Broaden base of accredited coaches in the Association	Facilitate hosting of regular coaching accreditation courses in the area. Community and Level 1 annually. Level 2 every second year. Clubs work together. Open access to each other. Pool expertise to host locally. Low cost programs based on volunteer staff. Keep any revenues recycling within local hockey.	●	●	●		Development (SJ)	
	Umpiring Development	Broaden base of accredited umpires in the Association	Strategic use of State Championships to progress more umpire. Develop new pathways to umpire accreditation.	●	●	●		Development (RCC & SJ)	Umpire development now under the custodianship of Rick Elanbas.
	Umpiring Development	More children exposed and skilled in beginner umpiring	Support Warringah Hockey Association following RCC established model in 2014	●	●	●		Development (RCC)	Ongoing



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				1H 2015	2H 2015	2016	2017		
	Representative Hockey	Grow opportunity for representative involvements	Successfully transition servicing female reps from Nth Shore WHA. Establish male reps where viable.	●		●		Reps (SP)	Mature activity in both indoor and outdoor. Male representation remains limited by numbers.
	Facilities	KHC upgrade	Re-surface, fencing, drainage and other minor upgrades		●	●		Facilities (CC)	KHC under pressure with falling utilisation. Support to be trimmed to address losses. Some prospect of partnership with Ed Dept and KMC to consider upgrade.
	Facilities	Grow the footprint of hockey into new locations and facilities		●	●	●		Facilities (CC)	Anderson Park (multi-use) DA failed. Other Nth Sydney option may still be revived. Efforts to chase funding for St Ives hub option ongoing.
Financials	Operational budgets	Produce yearly operating budget		●		●		Treasurer	Complete. Spend plans from 2015 rolled into 2016.
	Cash flow forecasts	Provide a 12 month cash flow budget		●	●	●		Treasurer	Complete.
	Financial reporting	Produce balance sheet and profit and loss statements			●	●		Treasurer	AGM reporting completed.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				1H 2015	2H 2015	2016	2017		
	Auditing	Audited annual accounts	Explore options for donated or low cost professional services		●	●		Treasurer	Auditing in abeyance until financial thresholds reached.
	Banking	Set up bank accounts and establish EFT authorities for designed authorities	Setup with a low fee service provider that offers upside to sponsorship once revenues, assets and membership base can be established	●				Treasurer (support from Christine)	Accounts established with Mosman branch of Bendigo Bank. Awaiting EFT access for last two authorised signatories. COMPLETED.