



## **Northern Sydney and Beaches Hockey Association**

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# **Business Plan**

**January 2017 – December 2019**

**Doc No. NSBHA-COM-005**

Rev	Description	Date	NSBHA		
			By	Check	Approved
A	DRAFT	28/11/2016	DJ		
B	FINAL	23/5/2017	DJ	Committee	Committee
C	Progress Update	30/9/2017	DJ	Committee	Committee
D	Progress Update	30/9/2018	DJ	Committee	Committee



## Executive Summary

This strategic business plan represents the second major revision of the key objectives, strategies and actions of the Northern Sydney and Beaches Hockey Association (**NSBHA, NSB Hockey, the Association**). This plan spans the three year window January 2016 to December 2019, aligned with calendar year, and replaces NSBHA-COM-001 covering the period post-inauguration of November 2014 to October 2017. As is now established practice, this plan will be used extensively by the Committee as the primary focus of its delivery for members. When necessary, it will be modified to reflect the ongoing development and needs of the Association.

NSBHA was formed in November 2014 following a reform 2014 initiative of Hockey NSW that included the re-structuring of the associations in Sydney. NSBHA is fully operational and its focus remains consistent. The primary objectives of NSBHA are to:

- Sustainably grow participation in hockey: A portfolio of development initiatives have since been commissioned seeking to foster grass roots growth, improve retention rates, innovate with local competitions, build the volunteer capacity necessary to support greater hockey participation and promote improved local access to the facilities needed to sustain our sport over the longer term. Core to the goal of growth is being able to make progress in facilitating projects for new and improved local hockey infrastructure.
- Foster personal development pathways locally through hockey: This spans players, coaches, officials and administrators alike. It envisages representative hockey opportunities including for NSW selection consideration. It also encompasses an inclusive model of open access to talent development initiatives within the area.



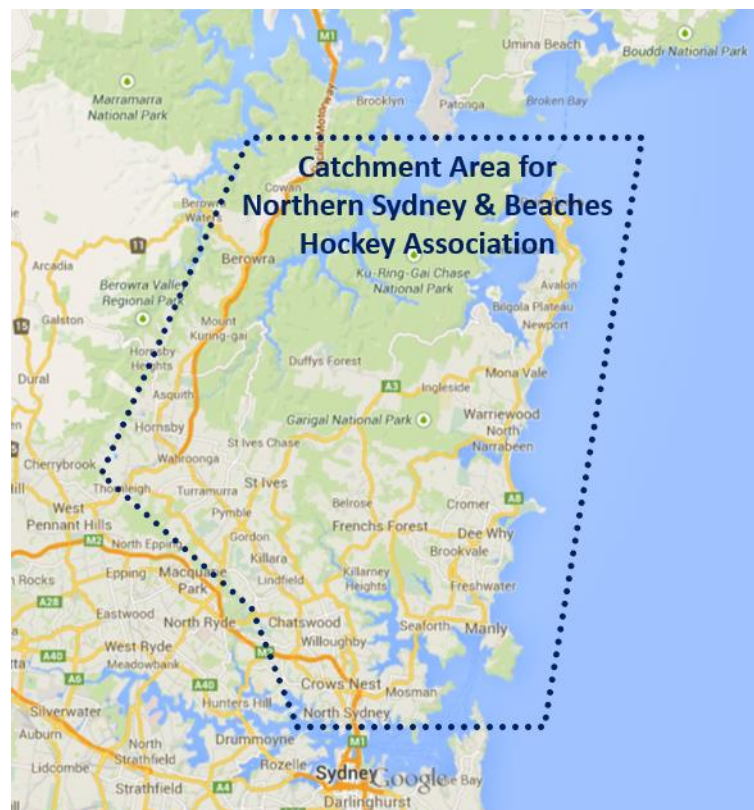
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## 1 Key Assumptions

The Northern Sydney and Beaches Hockey Association (**NSBHA**, **NSB Hockey**, the **Association**) works for its members within a consistent governance and direction as an affiliate of the parent sporting body Hockey NSW. The objects of NSBHA are defined within the Constitution of the Association.

NSBHA aims to service hockey on the north shore and northern beaches of Sydney. The span of its coverage is represented diagrammatically below:



Foundation members of NSBHA include Manly Warringah Hockey Club, Mosman Harbourside Hockey Club, Gordon North Sydney Hockey Club, North Shore Women's Hockey Association and Warringah Hockey Association. Other hockey clubs and even schools in the area are encouraged to consider NSBHA membership in continuing to broaden the participative body that otherwise guides the direction of the Association. Those individuals active in hockey within the NSBHA catchment, in competitions, clubs, schools and programs Hockey NSW or NSBHA are therefore individual, non-voting members of both HNSW and NSBHA.

The Association expects that, within the foreseeable future, revenues will be primarily derived from individual membership fees. Administration expenses are running at less than 1% of revenues, with



any remaining funds deployed between funding both grass-root growth initiatives in hockey (mainly through is contributions to the RCC program of HNSW) and the accumulation of a cash reserve for improving hockey infrastructure. The Association continues to pursue public funding opportunities in support of its charter.

As a 100% volunteer, not-for-profit organization, NSBHA has legal compliance obligations that include those of the Corporations Act (2001, Australian Commonwealth), Associations Incorporation Act (2009, NSW), Child and Young Persons Care and Protection Act (1998, NSW) including subsequent Amendments (2013, NSW) and the Work Health and Safety Act (2011, NSW).

## **2 Critical Success Factors**

Critical success factors include:

- financial stability for sustainability;
- the membership working collaboratively for the benefit of the sport;
- efficient use of limited resource, particularly at the organization interfaces;
- developing the capacity of the volunteer base, in both skills and numbers, to drive and sustain growth;
- improving access to local hockey facilities in order to underpin growth.

See also the Strengths, Weaknesses, Opportunities and Threats assessment in Section 7.

## **3 Issues Facing the Organization**

Issues likely to have a direct impact on the plan include:

- rising costs of participation in the sport;
- challenges in establishing new local facilities include constraints in funding, locations and multi-sport usage requirements;
- the small base of turf hockey clubs in our area;
- finding volunteers to drive success, now and in the future;
- managing the transition from legacy associations to new.

See also the Strengths, Weaknesses, Opportunities and Threats assessment in Section 7.



## **4 Organization History**

NSBHA was established by a small working group of local club and association stakeholders. The working group kicked off in June 2014 and was disbanded in November 2014 at the Inaugural General Meeting of the Association with the approval of a Constitution and the election of an Executive Committee.

Since that time NSBHA has been incorporated, bank accounts established, Constitution amendments processed and By Laws approved. NSBHA has launched successfully with on a firm financial base, effective governance and an ongoing focus on agreed priorities. The Association is now fully operational.

## **5 The Ambition**

### **5.1 Vision**

NSBHA aims to build an exciting, sustainable hockey community in our local area. Our hockey stakeholders will embrace the opportunity to collaborate for the shared success of our sport. Developments locally in improved hockey infrastructure, innovative competitions and better access to hockey education offers will see participation grow, quality improve and the enjoyment enriched for those involved. Hockey will be reinvigorated as a compelling sporting option of choice on the north shore and northern beaches of Sydney.

### **5.2 Mission**

NSBHA will promote and facilitate opportunity in representative hockey, foster hockey interest through local primary schools entry initiatives, innovate with local competitions to grow new forms of hockey participation and combine the strengths of the membership for the benefit of the sport in our area.

### **5.3 Values**

NSBHA strives to be:

- inclusive;
- collaborative;
- high integrity;
- honest;
- open.



## 5.4 Goals and Objectives

The primary objectives of NSBHA are to:

- Sustainably grow participation in hockey
- Foster personal development pathways locally through hockey

Within 12 months:

- Successfully transitioning of residual North Shore Women's Hockey Association activity into NSBHA (women's masters competition, women's summer competition, transition of assets and management oversight of KHC<sup>1</sup>)
- Confirm an upgrade project to KHC
- Develop a second potential facilities proposal within the NSBHA catchment
- Participation rates stabilized or growing

Within 36 months:

- KHC upgrade project completed
- A second new facility project confirmed and funded
- In taking advantage of new facilities, introduce new term by term short form hockey competitions run mid-week, particularly at entry levels for children
- Participation rates 10% higher

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<sup>1</sup> Subject to Nth Shore WHA membership deliberations



## 5.5 Key Performance Areas

KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
Administration and Governance	Records	Transparent governance trail	Produce agendas for and minutes of all meetings. Key documents and plans available via website.			●		Secretary (DB)	On track
	Member Register	Cost effective register and fee payment process	“Revolutionise” set-up by not later than end-Feb 2017			●		Secretary (DB, system support from CC)	CC leading new set-up and ongoing maintenance.
	Constitution	Clear and effective governance framework for the Association	Maintain. Review in 2019 to ensure remains fit for purpose with member and organisation needs.				○	President (DJ)	Current version is V2 as approved at 9/2/15 general meeting.
	By-Laws	Clear and effective operational framework for the Association	Maintain. Review in 2019 to ensure remains fit for purpose with member and organisation needs.				○	President (DJ)	Current version is V1 as approved at 9/2/15 general meeting.
	Business plan	Set, review and monitor strategic and operational goals	New version for 2017-2019 to be developed and approved. Maintain cycle of progress reviews.			●		President (DJ)	Approved by Committee in May 2017.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
	Risk Management plan	Assess and manage key risks.	New version for 2017-2019 to be developed and approved. Incorporate learning into Business Plan.			●		President (DJ)	Completed and approved by Committee in May 2017. Implementation ongoing.
	Volunteer Management plan	Improve engagement and retention of volunteers.	New version for 2017-2019 to be developed and approved.			●		President (DJ)	Completed and approved by Committee in May 2017. Implementation ongoing.
	Health Check	Independent assurance	HNSW led annual process as per their checklist and questionnaire templates			○	○	President (DJ)	Awaiting HNSW. Expected 2H annually
	Staffing	Maintain governance and operational requirements	Engage new stakeholders to widen the governance perspectives, allow others the chance to contribute and develop a deeper pool of leadership (for organisation sustainability).			●		President (DJ)	An ongoing challenge to find fresh volunteers.
Marketing	Website, domain and email	A clear and clean focus of NSBHA	Keep it simple and low cost			●		Reps (TBC)	Website mature and serving needs well. Transition to Revolutionise platform for website planned for early 2019.
	Communications	Effective reach to individual members	Commission and maintain an engaging social media presence.			●		Reps (TBC)	Facebook actively used and well followed.
	Communications	Effective reach and growth of voting members	Regular distribution of information to clubs, schools, associations.			●		Secretary (DB)	Penetration to smaller club, schools and stakeholder groups still proving difficult. Some improvement in member participation at meetings.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
Participation and capacity investment	Participation development	Increase player numbers by 25%	Promoting local competitions and format innovation				●	ALL	No progress to improve access to suitable local hockey infrastructure. Growth in participation in NSBHA reps.
	Schools	Stimulate interest in young children to consider hockey	Primary school entry initiative: Free clinic in school hours + H2H x 4 at school after hours + Interest channelled to local 6-a-side gala days or competitions			●		Development (RCC)	Ongoing efforts to engage in schools, but little obvious signs yet of this initiative benefiting overall participation.
	Competitions	Make hockey more accessible to new interest	Formula: Local, short and modified formats, term based, mid-week, combined training-match sessions, low cost models			●		Development (DJ)	Potential for NSBHA to progress independently is limited by availability of local venues. Separately working to drive change in established competitions (eg. North Area).
	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 (DJ)	Start made. Struggling for a meaningful analysis with limited resolution on data.
	Player development	More options, more choice, a better experience from hockey	Clubs work together. Open access to NSBHA members. Pool expertise to host local activities where possible. User pay programs kept low cost via volunteer staffing. Any clinic revenues recycled			●		Development (DJ)	Pre-season carnival, clinics and Level 1 coaching course open to all comers. Strong participation from a range of clubs, teams and children new to hockey.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
			within local hockey. Focus on grass-roots and entry pathways. Leave HNSW to focus on rep level talent acceleration.						
	Coaching Development	Broaden base of accredited coaches in the Association – key risk mitigation and route to improved hockey experiences	Facilitate hosting of regular coaching accreditation courses in the area. Community and Level 1 annually. Level 2 every second or third year. Clubs work together. Open access to NSBHA members. Pool expertise to host local activities where possible. Low cost programs based on volunteer staff. Keep any revenues recycling within local hockey.			●		Development (DJ)	Level 1 Coaching Course run pre-season. 10 candidates completed successfully.
	Umpiring Development	Broaden base of accredited umpires in the Association	Strategic use of State Championships to progress more umpire. Develop local umpire development, mentoring and accreditation options.			●		Development (RCC)	No material progress known or reported.
	Umpiring Development	More children exposed and skilled in beginner umpiring	Support Warringah Hockey Association in their RCC established model (RM – 2014)			●		Development (RCC)	No progress known or reported.
	Representative Hockey	Grow opportunity for representative involvements	NSBHA fielding teams at outdoor and indoor where viable. Partner with other associations when not viable alone.			●		Reps (SP)	Rep program continues to develop well with 2 <sup>nd</sup> U18 Girls team and 1 <sup>st</sup> U15 Boys team



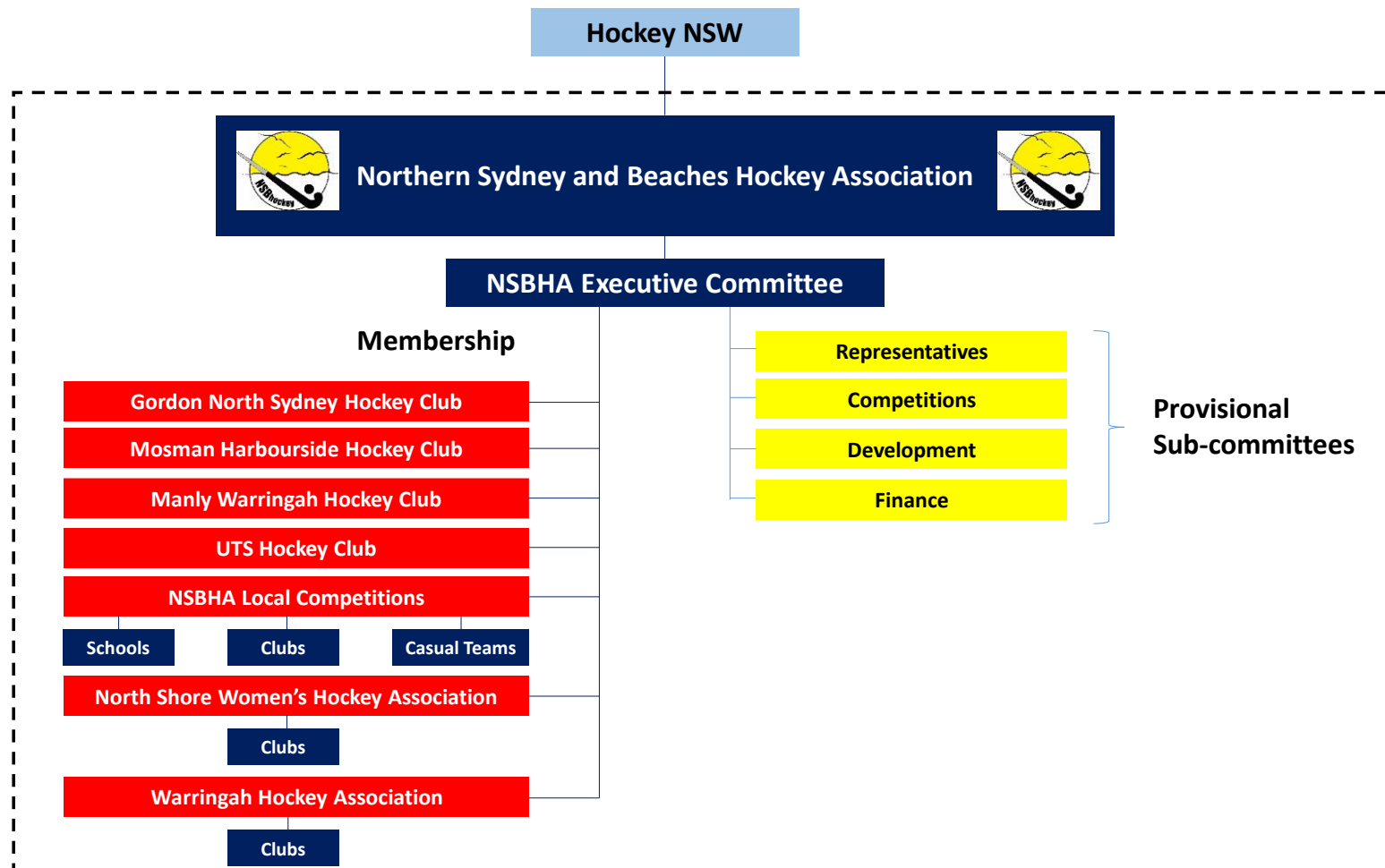
KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
			NSBHA hosted rep carnivals (U15s from 2017, U11 Indoor).						
	Facilities	KHC upgrade	Partnership with Ku-ring-gai Council and Dept of Education for a major development on the grounds of the Ku-ring-gai High school. Target scope: 2 x fields (wet + hybrid), 2 court indoor, social amenities.				●	Facilities (CC & DJ)	Not proceeding. Just not a priority for Council or DeptEd.  Grant application submitted for a \$0.12M Stage 1 renewal – ostensibly to replace field lighting.
	Facilities	Grow the footprint of hockey into new locations and facilities	Ku-ring-gai Council precinct: St Ives foothold, for a \$20M 2 field + 4-6 court indoor centre + social amenities, may be sacrificed to allow KHC upgrade (see above).	●				Facilities (CC & DJ)	St Ives stalled for lack of progress on \$20M funding requirement. Council still keen to retain and consider this option.  Work in progress.
			North Sydney Council precinct: Funding ready via Council, pending site approval. Potential for a multi-sport hockey pitch.			●		Facilities (CC & DJ)	Council reviewing site alternatives. Primrose Park continues to look difficult. Another option perhaps 5 years away.
			Northern Beaches Council precinct: Hockey active in their “Sportsground and Golf Course Review”. Making progress in the reception from Council.			●		Facilities (NBHF Board)	Strong dialogue with Council but stalled on site confirmation. Still working options.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				2017	1H 2018	2H 2018	2019		
			Ku-ring-gai Council: Proposal from Council for hockey to occupy Barra Brui Oval, St Ives.			●		Facilities (CC & DJ)	Council due diligence to consider re-purposing to an artificial surface field commenced. Grant applications submitted in search of enabling funding for a \$3.2M project for new wet-turf field and contemporary clubroom facility.
Financials	Operational budgets	Produce yearly operating budget			●			Treasurer (CC)	Complete.
	Cash flow forecasts	Provide a 12 month cash flow budget			●			Treasurer (CC)	Complete.
	Financial reporting	Produce balance sheet and profit and loss statements		●	●	●		Treasurer (CC)	AGM reporting completed. Regular reporting and oversight of finances at each Committee meeting. Auditing in abeyance until financial thresholds reached.



## 6 The Organisation





## 7 S.W.O.T Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Representatives <ul style="list-style-type: none"> <li>Female participation and competitive successes at State Champs</li> <li>1<sup>st</sup> State Titles in 2016, backed by strong performances in 2017</li> </ul> </li> <li>Competitions <ul style="list-style-type: none"> <li>Warringah grass comp remains a highly successful local model</li> <li>Successful local turf comps for schoolgirls, masters and new entrants</li> </ul> </li> <li>Facilities <ul style="list-style-type: none"> <li>Ku-ring-gai Hockey Centre:</li> <li>Schools: Artificial fields at Barker, Abbotsleigh and PLC, grass at Ravenswood, and Brigadine</li> <li>Council maintained grass fields on the north shore ... Warringah (@ Curl Curl), Mosman (@ Forsayth Park)</li> <li>Indoor facilities at Mosman, Wenona, Abbotsleigh</li> <li>Potential emerging to work with Narrabeen Sports High</li> </ul> </li> <li>Development <ul style="list-style-type: none"> <li>Established programs at GNS in player/coach/umpire development</li> <li>RCC led successes in local primary schools</li> </ul> </li> <li>Admin &amp; Governance <ul style="list-style-type: none"> <li>Established processes and experience</li> <li>Some good quality club and association administrators</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Representatives <ul style="list-style-type: none"> <li>Small male participation numbers continues to limit male reps</li> <li>Challenges mobilising indoor interest</li> </ul> </li> <li>Competitions <ul style="list-style-type: none"> <li>Warringah grass comp is at capacity</li> <li>Some erosion of competition interest as schools look for wet-turf options</li> <li>Indoor competitions are expensive</li> </ul> </li> <li>Facilities <ul style="list-style-type: none"> <li>Ku-ring-gai Hockey Centre is barely viable and needs upgrade</li> <li>Low political weight for new hockey infrastructure (not a marginal electorate)</li> <li>Any new projects are invariably multi-sport, making it increasingly difficult to develop high quality, hockey specific surface options.</li> <li>Indoor facilities: Lost Balgowlah.</li> </ul> </li> <li>Development <ul style="list-style-type: none"> <li>Limited skills and capacity to service growth ambitions</li> <li>Most expertise is currently concentrated in only 1-2 clubs</li> </ul> </li> <li>Admin &amp; Governance <ul style="list-style-type: none"> <li>Same handful of club volunteers just increasingly loaded by NSBHA needs</li> </ul> </li> </ul>



Opportunities	Threats
<ul style="list-style-type: none"> <li>• <b>Representatives</b> <ul style="list-style-type: none"> <li>○ Potential for wider participation over the medium term</li> <li>○ Unique opportunity to re-establish the objectives of representative hockey to be more inclusive and to raise quality for a better experience</li> </ul> </li> <li>• <b>Competitions</b> <ul style="list-style-type: none"> <li>○ Short form hockey offers participation and development upside</li> <li>○ Potential for serious transformation of the club and school hockey offer for children if access to new facilities can be unlocked.</li> </ul> </li> <li>• <b>Facilities</b> <ul style="list-style-type: none"> <li>○ Ku-ring-gai Hockey Centre: Strong support from Ed Dept and Council towards a major upgrade project at KHC.</li> <li>○ Potential new hockey field (albeit multi-sport) within the boundaries of the Nth Sydney Council. Funding available, site pending.</li> <li>○ Proliferation of futsal courts in the area may provide scope to seek new venues for short form hockey</li> <li>○ Some potential to be pursued for new artificial surface projects via Northern Beaches Council.</li> </ul> </li> <li>• <b>Development</b> <ul style="list-style-type: none"> <li>○ NSBHA members amenable to working together for development</li> <li>○ Potential for further optimisation of initiatives between NSBHA and HNSW to more efficiently deploy limited development resource.</li> <li>○ Potential to see greater proportion of children progressing from grass hockey into turf based hockey</li> </ul> </li> <li>• <b>Admin &amp; Governance</b> <ul style="list-style-type: none"> <li>○ Some good quality club and association administrators</li> <li>○ Involving more clubs and more members</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Representatives</b> <ul style="list-style-type: none"> <li>○ Male reps will be challenging to establish and may prove unviable in many categories for some time yet</li> <li>○ Transition challenges as U11s shift to small-sided game formats</li> </ul> </li> <li>• <b>Competitions</b> <ul style="list-style-type: none"> <li>○ Boiled frog syndrome: Resistance to change (innovation) remains high</li> <li>○ Succession risks in the management of Warringah HA grass competitions</li> </ul> </li> <li>• <b>Facilities</b> <ul style="list-style-type: none"> <li>○ Ku-ring-gai Hockey Centre utilisation under pressure as users seek higher quality options</li> <li>○ Ku-ring-gai Hockey Centre: Upgrade project reliant on a funding contribution from hockey (\$1-2M) that remains outstanding. Some risk of protraction due to Council amalgamations.</li> <li>○ Indoor facilities: May lose access to Wenona.</li> </ul> </li> <li>• <b>Development</b> <ul style="list-style-type: none"> <li>○ Centrally driven HNSW development approach and initiatives not universally helpful to NSBHA needs</li> <li>○ Most expertise is concentrated in a small number of clubs or schools, leaving NSBHA development ambitions vulnerable to the departure of key personnel and/or the future of those clubs / school programs</li> </ul> </li> <li>• <b>Admin &amp; Governance</b> <ul style="list-style-type: none"> <li>○ Administrator burnout potential</li> <li>○ Succession risks</li> </ul> </li> </ul>



## 8 Risk Management

The Table below presents a summary of the risk identification, assessment and classification of risks as they are felt to impact NSBHA in the discharge of its responsibilities including in the provision of services to and protection of members. In particular, the Table highlights those risks assessed to be of HIGH or MEDIUM materiality.

In some risk areas mitigation actions are currently of limited effectiveness only in reducing the potential risks to the Association and its objectives. This reflects the limits of NSBHA's ability to control or influence some of the key risk determinants.

Risk Item	Assessed Potential Risk	Current Risk Status
Inadequate funding available to progress potential hockey projects	HIGH	HIGH
Insufficient or inappropriate quality of local facilities	HIGH	MED
Unable to secure the funding needed to renew or upgrade KHC	HIGH	MED
Unsatisfactory Workplace Health & Safety management and compliance	MED	MED
Emergency due to accident or disaster	MED	MED
Breach or alleged breach of child protection regulations	MED	MED
Unable attract, train and/or retain appropriate volunteer resource	MED	MED
Unable to fill Executive Committee roles with sufficient candidates or expertise	MED	MED
High cost of participation in hockey	MED	MED
Reps: High cost of participation	MED	MED
Reps: Unable to attract enough or adequate rep program staff (team coaches typically key)	MED	MED



Financial viability of NSBHA	<b>MED</b>	<b>LOW</b>
Poor investment of NSBHA member funds	<b>MED</b>	<b>LOW</b>
Improper use or controls of NSBHA member funds	<b>MED</b>	<b>LOW</b>
Adverse weather	<b>MED</b>	<b>LOW</b>
Abuse of drugs or alcohol	<b>MED</b>	<b>LOW</b>
Reps: Poor quality experience for players	<b>MED</b>	<b>LOW</b>

The Table below tracks the planned financials and cash flow sequence through 2017-2019.

JSBHA  
Business Plan  
JSBHA-COM-005

2017-2019 Plan: Progress Update 30 Sep 2018

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## 10 Monitoring and Review

The Table below sets out a timetable for the monitoring and review of each section of the NSBHA business plan and its key elements.

Business Plan Element	Update Frequency	Review Frequency	Lead	Responsibility	Integration and Authorisation
Values, vision, mission	Annual, but only if required	Every two years	President	Executive Committee	Executive Committee
Strategy: Representatives	Annual, but only if required	Every two years	Representatives Convenor	Representatives Sub-Committee	Executive Committee
Strategy: Development	Annual, but only if required	Every two years	Development Convenor	Development Sub-Committee	Executive Committee
Strategy: Facilities	Annual, but only if required	Every two years	Facilities Convenor	Facilities Sub-Committee	Executive Committee
Strategy: Competitions	Annual, but only if required	Every two years	Competitions Convenor	Competitions Sub-Committee	Executive Committee
Strategy: Financial	Annual, but only if required	Every two years	Treasurer	Financial Sub-Committee	Executive Committee
Risk Management Plan	Annual, but only if required	Every two years	President	Executive Committee	Executive Committee
Progress against planned targets and actions	As per Executive Committee meeting frequency (typical every 1-2 months)	Quarterly	President	Convenors	Executive Committee
Progress against budget and cash flow	As per Executive Committee meeting frequency (typical every 1-2 months)	Quarterly	President	Treasurer	Executive Committee
Business Plan - Overall	Annual, but only if required	Every two years	President	Executive Committee	Executive Committee