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| **A picture containing text  Description automatically generated** | Old Canberrans Hockey Club Inc. | |
|  | ABN: 35 294 531 086;  ACT Registrar Assn no: A3091  Web site: http://www.ochc.com.au | c/- Hockey ACT  196 Mouat Street  Lyneham ACT 2602 |

**STRATEGIC PLAN 2022-2024**

**PART ONE- 2022**

**FOCUS FOR DURATION OF COVID-19 PANDEMIC**

**1.Rationale for shape of the plan for 2022-2024**

The impact of the COVID-19 pandemic shapes the plan or 2022-2024 which is being drafted in January 2022 at a time when the pandemic has been going for two years and is now reaching a peak with the highly transmissible Omicron variant. The pandemic has adversely affected ACT hockey competitions in 2020 and 2021. We are yet to shift from a pandemic to an endemic state. There are hopes that will occur in 2022. OCHC faces uncertainty. Governments change advice, directives, restrictions, mandates, often with little or no warning to meet the challenges of the pandemic. We appreciate their efforts in this immensely difficult situation with so many unknowns about the pandemic. In the short term and we hope only for that time frame, Risk Management must assume supreme importance for OCHC. as we work to steer the club in very difficult economic and public health conditions. Consequently, in January 2022, we present the OCHC triennial strategic plan in two parts: the first part to focus on what faces OCHC management immediately in 2022 and part 2 to outline the medium to longer term vision together with full detail about mission, stakeholders, goals, etc.

***2. OUR SHORT TO LONGER-TERM VISION: Our short-term vision is to manage risks arising from pandemic so that in the medium to the longer term we can focus on the core vision, goals and action plan outlined in Part Two of this plan.***

**3. SWOT Analysis focussing on risk especially relevant in pandemic conditions**

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| **Strengths** | **Constraints** |
| 1. Strong Committee. 2. OCHC executive & coordinators’ experienced. 3. 2020-21’s COVID-19 restrictions and uncertainty revealed a healthy OCHC esprit de corps. | 1. Cash flow. 2. Upfront fee payment. 3. 95+% OCHC annual income comes from player fees. 4. Possible minimum but low team member numbers. 5. Volunteer officials have limited time. 6. Uncertainty impedes growing volunteer group. |
| **Opportunities** | **Risks** |
| 1. Contingency and comeback planning 2. Work on HACT schools’ allocation to OCHC for recruiting juniors. 3. Website and social media. 4. Alumni: continue association with past members including the Life Member and Black & Gold groups. 5. Participate in HACT consultations. | 1. Adverse impact on HACT’s operating model through cancellation, restriction 2. Further reduction of OCHC Juniors possible in COVID crisis. 3. Hockey ACT’s position & HA’s in Covid crisis affects OCHC and other local clubs. 4. Changing economic conditions caused by the pandemic reduce availability of volunteers and officials, e.g. umpiring. 5. Changing demographic conditions in OCHC catchment area of Inner South Canberra. |

**5. ACTION PLAN**

**5.1. GOAL: Maintaining OCHC viability and ethos in pandemic**

**5.2. THE TASK:** : 5.2.1:OCHC will give ongoing attention to pandemic risks; recognising that the course of the pandemic is not predictable and there is serious need for continuing diligence to addressing risks as they arise.

OCHC and its committee will continue to be mindful of:

1. The OCHC constitution;
2. The requirements of the ACT Government including health restrictions for sporting associations;
3. OCHC policy, as determined and reviewed by the general committee;
4. Hockey ACT requirements, such as, by-laws, rules and sporting codes;
5. With equal due consideration to the needs and wishes of its members

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| **Timeframe:** | **2022: Until the pandemic becomes endemic** |
| Resources: | Above all, the dedication, expertise and unstinting volunteer effort of office-bearers, coaches and other active supporters and club officials.  The uncertainty of income from fees due to potential playing restrictions which may be imposed with short or no notice, depending on the course of the pandemic.  Difficulty in securing sponsorship during period of challenging business environment.  Social media and website |
| Key Performance Indicators | OCHC annually meets the compliance requirements of ACT Government and Hockey ACT.  Within the constraints of pandemic restrictions OCHC nominates, trains and fields teams to meet members’ requirements and Hockey ACT regulations.  Financial budgeting provides for the implications of the uncertainties faced to the extent possible.  Membership numbers reasonably well maintained so that the club remains viable.  OCHC withstands risks and continues to serve its membership and the wider the hockey community. |

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**STRATEGIC PLAN 2022-2024**

**PART TWO – PLAN OVERALL WHEN COVID-19 RESTRICTIONS DO NOT ENTAIL A SPECIAL FOCUS ON RISK MANAGEMENT**

**Contents**

1. Introduction: Formulation, Implementation & Monitoring of Plan, History

2. Mission and Vision: Mission, Vision

3. Snapshot of the Club: Demographics; Membership, Key Stakeholders

Financial & Admin Profiles; SCORE Analysis

4. The Way Forward: Expectations, Guiding Principles, Action Plan

## **1. Introduction**

###### 1.1...Formulating OCHC’s Strategic Plan

The Old Canberrans Hockey Club Strategic Plan, Parts One and Two (2022-20241) was approved by the Annual General Meeting on 14 February 2022. It is the successor to the 2019-2021 plan and subject to annual review and revision by the club's committee. The Plan stems from committee consultation with the club's members and supporters; also, from Hockey ACT reports and Australian Sports Commission club health checks; and the committee's synthesis and subsequent analysis of the commentary and reports.

###### 1.2. Implementing and Monitoring the Plan

The club's committee is responsible for the Plan’s implementation. The committee will review the Plan annually with input from members as part of the review.

1.3 History

Old Canberrans Hockey Club was founded in 1936, when two teachers, Arthur ‘Curly’ Martin and Les Williams entered two teams from Telopea Park School in the local competition. With the formal establishment of Canberra High School in 1938 the Club adopted the name Old Canberrans with its logo taken from the High School’s badge. Membership was initially restricted to students, ex-students and teachers of the two schools and for years it fielded men’s and boys’ teams only. The club’s nickname ‘Checks’ came from the distinctive shirt of big black and gold checks, which is still used today. It was initially used to distinguish it from the Club’s other A-Grade team, the ‘Golds’, which in 1947 formed the Waratahs Club. In the 1970s and 1980s there was an active Women’s Club, which was re-established in 1999. About the same time, after a separation of 52 years, the Waratahs Club re-joined Checks, so strengthening the junior boys’ teams and the establishment of the women’s and junior girls’ teams at the same time.

**2. MISSION AND VISION**

**2.1. OCHC’s Mission Statement**

Old Canberrans Hockey Club Incorporated exists for men and women, boys and girls to play hockey. It operates under a constitution registered with the ACT Government.

It is a member club of Hockey ACT (HACT). Through HACT, the local association of hockey clubs, it is linked to Hockey Australia (HA), the national governing body for field and indoor hockey which in turn reports to the International Hockey Federation (FIH).

OCHC enters graded teams in HACT competitions which are coached by Club members. Its members (girls, boys, men and women) are registered through HACT under HA rules. This enables members to access more opportunities, e.g., to represent ACT.

***2.2. OUR VISION: To be a destination club for boys, girls, men and women who want to play hockey well and enjoy the game in a sporting and sociable way.***

***Our members and corporate partners will know us as financially and administratively reliable and efficient. Our coaches and officials will know that we value their expertise and support them in the execution of the duties they have taken on voluntarily.***

# 3. BACKGOUND and CLUB SNAPSHOT

## 3.1. Background: [Reference: ACT Population Projections 2018-2058. ACT Government]

As of June 2020, Canberra's estimated population was 431,380. The ACT has the highest participation rate in sport of any state or territory. ACT median age (34) is younger than the rest of Country (37). Biggest age group: 30-34 years; 49.3% male & 50.7% female. The population has an average weekly income of $2,043. However, the average personal income is $ 990 a week.

3.2 Schools allocated to OCHC By HACT: The schools allocated to OCHC by Hockey ACT as feeder schools are primary schools in South Canberra and Woden ( i.e., Canberra Christian School, Curtin Primary School, Farrer Primary School, Garran Primary School, Lyons Early Childhood Education School, Mawson Primary School, Narrabundah Early Childhood School, Red Hill Primary School, Sacred Heart Primary School, St Bede's Primary School, St Benedict's Primary School, St Peter and Paul Primary School, Telopea Park School (Primary), Telopea Park School (Primary), Torrens Primary School)  The ACT primary school population in 2019 was approximately 5000. OCHC also makes contact with secondary schools and colleges in the Inner South. The forecast for the Inner south is for continued but relatively low population growth.

## 3.3. OCHC Membership Profile: OCHC members are the men, women, girls and boys who choose to join OCHC to train, play and enjoy hockey in teams managed by OCHC for competitions administered by Hockey ACT. In the last few years OCHC has begun to encourage former players to maintain their links with the club and interest in hockey through a “Black & Gold” membership.

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| **Table 1. OCHC Membership Profile-Winter Outdoor- 2021** | |
| **Membership Category** | **Membership Numbers** |
| 1. Senior Men | 73 |
| 1. Senior Women | 66 |
| 1. Junior Boys | 8 |
| 1. Junior Girls | 4 |
| 1. Hookin2Hockey (Under 7-Under 9) | 8 |
| 1. Registered Non-Players, Officials Supporters & B&G Alumni | 22 |

3.4 Indoor: OCHC also enters teams annually in the Indoor competitions, November- March, attracting some players who have not played in the preceding winter competitions. Members playing in junior and senior competitions are counted in the senior membership numbers. Overall, in recent, non-pandemic years the membership stood at about 215.

3.5 Social hockey: During summer months many OCHC players organize themselves and their friends into mixed teams and participate in the Summer Social competitions run by Hockey ACT. The club does not officially manage the social hockey teams. However, many OCHC members play indoor and social hockey both of which are a source of some recruits for the formal winter competitions.

## 3.3. Key OCHC Stakeholders

* All members of the club, both junior and senior
* The club's executive & general committee
* The club's patrons, life members, alumni
* The club's sponsors & The Colin Cooper Memorial Foundation
* Hockey ACT; other ACT hockey clubs
* The club's coaches; umpires and all other OCHC officials
* Club supporters, including parents of junior players

## 3.4. Administrative Profile



**3.5. SCORE Analysis** of OCHC ***Strengths, Constraints, Opportunities, Risks*** and ***Expectations****; the* first two being internal to OCHC and the final two being external.

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| **Strengths** | **Constraints** |
| 1. Continued strength of Committee, including individuals with strong hockey records and relevant admin skills. 2. OCHC executive & coordinators’ proven strength in risk management; in recovery from debt and in running the club through COVID-19. 3. Colin Cooper Foundation’s provision of some financial support for Juniors 4. OCHC Capital and State League Men and Women strive for good performance. 5. OCHC sociable as well as competitive. 6. 2020’s COVID-19 restrictions and uncertainty revealed a healthy OCHC esprit de corps. 7. OCHC is a registered, incorporated, not for profit association in ACT. 8. ACT Government has over 20 years accepted OCHC’s annual financial reports without query. 9. Positive participation in HACT committees and working parties by OCHC members. | 1. Canberra’s population transience and changes in demographics leads to fluctuations in membership. 2. Player injury, sickness and residential change mid-season has an impact on teams. 3. Tardy fee payments by members and long-term outstanding fees by some players adversely affects financial management. 4. 95+% OCHC annual income any year comes from player fees in that year. 5. Junior recruitment a serious challenge. 6. Player growth impacted by inconsistent technical language and approaches used in coaching across OCHC teams. 7. Minimum but low team numbers strain finance & competitiveness. 8. Failure to attract members to umpiring. 9. Volunteer club officials have limited time and resources to devote to the club. 10. Disruption from loss of Club knowledge and skills on retirement of volunteers. |
| **Opportunities** | **Risks** |
| 1. HACT schools’ allocation to OCHC for recruiting juniors. 2. Increase reach through website enhancement and other social media. 3. Reassess association with Telopea Park School and develop others as identified. 4. Alumni: continue association with past members including the Life Member and Black & Gold groups. 5. Umpiring: increase club umpire numbers and skills in association with former OCHC member who is an international umpire. 6. SportAus Training & resources. 7. ASF resources for club fund raising 8. Positive participation in HACT consultations for hockey community development. 9. Pursuit of further sponsorship. | 1. ACT Registrar-General's and HACT sanctions if we fail in compliance. 2. OCHC Juniors further reduced. 3. Attraction of other sports and activities (e.g. football codes] threatens hockey and club viability. 4. WWVP legislation, member protection and related policies worthwhile but generate administrative burdens. 5. Dependent on comparatively weak HACT IT and admin competition systems. 6. Hockey ACT’s position vis-à-vis Hockey Australia is difficult. 7. Changing socio-economic conditions & work demands reduce availability of volunteers and officials, e.g. umpiring. 8. Changing demographic conditions in OCHC catchment area of Inner South Canberra. 9. Hockey ACT and its member clubs collectively face challenges in the current times of pandemic and its impact. |

## 3.6. Financial profile

OCHC is a not-for-profit sporting association registered with the ACT Government. Its income and expenditure are currently below the requirement for GST registration and is expected to remain so in the foreseeable future. OCHC is maintained and administered wholly by unpaid effort by members who volunteer their services. OCHC income is derived principally from its membership fees. OCHC maintains a solvent financial position and organised and accurate accounting records help the club to meet timelines to settle obligations. OCHC records support a proactive approach to identify, collect and pursue fees and other outstanding balances due to OCHC. The OCHC Committee continues to strengthen a formalised approach to debtor management to minimise default and to maintain fairness to those members who meet their commitments to the Club in a timely manner. No provisions are made in the OCHC annual budget for donations, because, as welcome as they are, they can never be taken for granted.

In 2015 the Colin Cooper Foundation was established by the Cooper family. The Foundation offers financial support to OCHC to nurture the development of talented and young members of the Club. Independent financial records of the Foundation are maintained and incorporated within the consolidated OCHC accounts.

**4. The Way Forward**

**4.1. Expectations**

1. We shall always keep in the forefront that the club exists for young and old to play hockey well for their optimal enjoyment of the game and the companionship.
2. We shall strive to make use of technology for smarter management of our club and for developing the skills of our players
3. We shall drive towards better teamwork, on and off the field, and always respect and enjoy the company of our fellow members and of all others who play and follow hockey.
4. We shall strive to be good citizens in the general community, as well as in the hockey community, and to contribute proactively to the development of the local association.

# 4.2. Guiding Principles

* Encouraging participation and enjoyment in hockey at Club, senior and junior levels throughout the ACT and surrounding areas.
* Respecting and valuing the contribution of all members with a focus on strengthening the Club as more than a collection of teams;
* Promoting excellence, integrity and competitiveness in playing and administration;
* Having a debt free budget with fees for Club members remaining competitive;
* Developing the club's services, e.g. in coaching, through judicious fund-raising, to meet the demands of modern sport;
* Operating within parameters determined by the Club’s constitution, Hockey ACT, Hockey Australia and Government authorities;
* Providing opportunity to play, particularly for youngsters who might otherwise be unable to play;
* Maintaining an awareness of general trends, by no means confined to OCHC, such as:
  + The decline in numbers in junior hockey
  + the growth in veterans’ hockey for both men and women,
* Awareness of:
  + needs of various types of players: developing, elite, social, adult beginners,
  + changes in the game and rules,
  + and that in today's world, few can regularly volunteer many hours.

**5. ACTION PLAN**

**5.1 GOAL: OCHC copes with the extraordinary operating conditions imposed by the pandemic.**

**5.1.2 TASK; as set out in Part One of this Strategy.**

N.B. As we move from pandemic to endemic conditions the Committee must assess losses from the pandemic and review its position at the point of transition for the purpose of further planning.

**5.2. GOAL: Maintenance of OCHC viability and ethos**

**5.21. THE TASK**: Within the framework set out above, OCHC will continue to operate in accordance with:

1. The OCHC constitution;
2. The requirements of the ACT Government for sporting associations;
3. OCHC policy, as determined and reviewed by the general committee;
4. Hockey ACT requirements, such as, by-laws, rules and sporting codes;
5. The Expectations and Guiding Principles outlined immediately above in 4.1 and 4.2 ;
6. With equal due consideration to the needs and wishes of its members and those interested in becoming members.
7. Ongoing attention in committee deliberations to risks and benefits arising.

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| Timeframe: | 2022-2024 |
| Resources: | Membership fees; occasional sponsorship and donations; relevant expertise and volunteer effort of OCHC office-bearers, coaches and other current members; alumni contributions in money & service; support of members’ families; basic training & playing equipment owned by OCHC. |
| Responsibility: | OCHC office-bearers & officials for leadership and personal commitment from all members on the basis that the club is an association of persons united by common purpose not a commercial service. |
| Key Performance Indicators  Key Performance Indicators for Goal 5.2 continued | OCHC annually meets the compliance requirements of ACT Government and Hockey ACT.  OCHC meet financial commitments within terms.  OCHC nominates, trains and fields teams to meet members’ requirements and Hockey ACT regulations.  OCHC teams are competitive: the yardstick for strong teams being progression to finals, comparative competition advancement annually, and development of teams newly entered in competitions.  OCHC policy is reviewed regularly and revised: to remain consistent with Hockey ACT’s; and to continue to meet club and members’ needs.  OCHC’s social functions are well attended & there is a sociable and supportive OCHC community environment.  OCHC players are selected for ACT representative teams, and to join elite squads and camps.  OCHC communication services are adequate and appropriate.  OCHC participation in HACT committees and working parties.  OCHC withstands risks and continues to serve the hockey community |

**5.3. GOAL: STRENGTHENING OF OCHC**

**5.4. THE TASKS**: To maintain its position as a strong member club of Hockey ACT, OCHC has decided that it must improve its provisions and performance in the following areas during the 2022-2024 timeframe of this strategic plan:

**Recruitment**: strategies, implementation, review; particularly for Juniors’ recruitment;

**Fees collection**: maintain improved fees collection and debt recovery;

**Communications**: continuous upgrading of OCHC communications;

**Coaching**: a consistent and up-to-date approach to coaching across OCHC grades

**Skills Assessment of players**: review, analysis and simple guidelines for skills assessment of players;

**Umpiring**: a basic OCHC program for recruiting, developing and monitoring OCHC umpires;

**Arthur Martin Academy**: review and revise the Academy program to serve the needs of current Juniors and young Senior players;

**Sponsorship**: agree upon and conduct an achievable program for obtaining sponsors

**Players’ sporting and social wellbeing supported**: Continuous monitoring.

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| Timeframe: | 2022-2024 |
| Resources: | membership fees, occasional sponsorship and fund raising, volunteer effort by OCHC office-bearers, coaches, umpires, all other members, alumni |
| Responsibility: | OCHC office-bearers for leadership, all members and alumni for participation |
| Key Performance Indicators  Key Performance Indicators for Goal 5.3 continued | Recruitment: A stable set of OCHC Junior and Senior teams.  Fees collection: Timely payment of fees by all members  Communications: website is a stable focal point; effective multi-channelling through Facebook, email, apps, etc.; OCHC Revolutionise effective within limits of HACT’s admin  Coaching: coaches’ reports indicate implementation of consistent, up-to date approach and player satisfaction indicated in feedback.  Skills assessment of players: agreed policy statement on assessment areas and benchmarks.  Umpiring: agreed policy statement on OCHC umpiring.  Arthur Martin Academy: successful sessions in 2022.  Sponsorship: Successful sponsorship in 2022.  Players’ wellbeing: club morale sound and individual members under stress recognized & assisted. Stronger OCHC community bonds across grades encouraged. |