

2018

2021

STRATEGIC PLAN

2018 - 2021

SOUTH AUSTRALIAN ICE HOCKEY ASSOCIATION
INCORPORATED

The South Australian Ice Hockey Association Incorporated, trading as Ice Hockey South Australia (IHSA) would like to thank all of our members for their ongoing support, in particular those who gave up their time to be part of the Strategic Planning Group and provide valuable insights for the future of Ice Hockey in South Australia.

IHSA is the peak body for the sport of Ice Hockey in South Australia, with approximately 600 competitive and recreational Members.

We cater for players of all ages and abilities, both male and female.

Our Vision is "To be recognised and valued as the leading Ice Sport in SA."

*Executive Board
South Australian Ice Hockey Association Inc.
15/12/2018*



SOUTH AUSTRALIAN ICE HOCKEY ASSOCIATION Inc.

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 - Jeff Dry - Office for Recreation, Sport and Racing

Prepared with the assistance of:

Jeff Dry - Office for Recreation, Sport and Racing Community Presenter

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WHAT HAVE WE ACHIEVED?

ACHIEVEMENTS DURING OUR LAST STRATEGIC PLANNING PERIOD 2015 - 2017

During the period of our last Strategic Plan we have reached a number of milestones. Some of these have been due to planned actions and others have occurred due to the efforts of others which are outside the control of our Association. We should be proud of these achievements, but keep in mind that we have a long way to go and much more to achieve to get the results we require to gain exposure as a sport of choice within the community.

Our achievements:

- Additional Club in the Winter Competition and participating in all Divisions.
- Website has been updated to be more relevant, modern and provides better information and is easier to navigate.
- Formalised Tier 2 Women's Team - Adelaide Valkyries.
- Winter competition increased from 3 to 4 Divisions - now includes Winter Senior C competition.
- Implementation and success of the Adelaide Generals Under 22 Men's Team.
- Successful growth of the Summer C Grade League - and rebranded as the Adelaide Summer League
- 2 International Licensed on ice Officials from South Australia.
- Social Media - improved and socially relevant means of communication to Members.
- Improved Volunteer base.

WHAT ARE WE ABOUT?

OUR MISSION

To administer, promote and develop Ice Hockey as a safe, healthy and enjoyable sport for all ages and ability levels.

OUR VISION

To be recognised and valued as the leading Ice Sport in SA.

OUR GUIDING PRINCIPLES

We are proud of our sport, its traditions and achievements and we value the following guiding principles:

- Respect
- Fair Play and Integrity
- Enjoyment and Participation
- Inclusion
- Commitment and Co-operation
- Teamwork

OUR GOALS

- Increase community based participation

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- Be financially viable and sustainable
- Attract new Members
- Retain existing Members
- Encourage parental participation
- Build a strong supporter & spectator base
- Encourage more venues across Metropolitan Adelaide
- Work with venue operators to make our sport more accessible

WHO ARE WE?

ICE HOCKEY ASSOCIATION OF SOUTH AUSTRALIA INCORPORATED (IHSA)

The Ice Hockey Association of South Australia Incorporated (IHSA) is the peak body for the sport of Ice Hockey in South Australia. With approximately 600 competitive and recreational Members, we cater for players of all ages and abilities, both male and female.

ICE HOCKEY COMPETITIONS

The Association offers the following levels of competition:

- Senior Winter Leagues - Premier League, Senior A, Senior B & Senior C.
 - Each League is currently made up of 5 Club teams.
 - Premier League is a Body- checking League and is our highest level of competition.
 - Senior A, Senior B & Senior C are non Body-checking Leagues and are open to male and female players.
- Adelaide Summer League - Recreational competition with no links to the Winter League Clubs.
- Women's Tier 2 Team that competes Nationally.
 - Women's Hockey Development also run come & try sessions throughout the year.
- Junior Competition - For 5 to 16 year olds playing in teams that are not associated with the Senior Clubs.
- Junior Competition - For 16 to 22 year olds playing in teams that are not associated with the Senior Clubs.
- Ice Blast - Which is a come and try program for boys and girls aged 5 to 12 years where participants are involved in a 6 week clinic under the guidance of Accredited Coaches.

ROLES AND POSITIONS

The sport currently has no paid or salary staff, with all responsibility for administering and managing the activities of the Association currently looked after by volunteers.

Our working group identified that this issue has become crucial to the future of sport, as the sport has grown dramatically over the last 5 years and is now beyond the capacity of volunteer administration. The effects relating to this issue will increase as new Facilities are developed and new players come in to the sport. If we are not proactive in working towards the future and developing some paid positions within the organisation, we will struggle to take full advantage of the opportunities we will have.

Recommendation - The appointment of a paid / salaried Chief Executive Officer (CEO) to oversee the day to day running of our business - and provide strategic direction for the future growth of our sport. The CEO will also be accountable for driving and delivering the commercial and strategic priorities as agreed with the Board.

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IHSA is currently governed by a Board which consists of the following Members:

- Executive Board Members
 - President - (Voting rights)
 - Vice President - (Voting rights)
 - Secretary - (Voting rights)
 - Treasurer - (Voting rights)
- Ordinary Board Members
 - Tigers Ice Hockey Club - (Voting rights)
 - Redwings Ice Hockey Club - (Voting rights)
 - Falcons Ice Hockey Club - (Voting rights)
 - Blackhawks Ice Hockey Club - (Voting rights)
 - Jokers Ice Hockey Club - (No current voting rights)
- Portfolio Directors
 - Registrar - (No voting rights)
 - Coaching Director - (No voting rights)
 - Referee In Chief - (No voting rights)
 - Junior Convenor - (No voting rights)
 - C Grade (ASL) Co-ordinator - (No voting rights)
 - Women's Director - (No voting rights)
- Sub-committees
 - Adelaide Summer League (ASL) Committee
 - Junior Hockey Committee
 - Women's Hockey Committee
 - Winter Leagues Committee

WHERE ARE WE?

CHALLENGES

As with most sports, Ice Hockey is facing many challenges in the current social and economic climate. These include, but are not limited to the following:

- Most volunteers within the sport are becoming time poor and the majority of the work is left to a minority of the volunteers.
- Governance issues relating to transparency, decision making, Policy implementation and communication.
- Clarity of administrative roles within the sport.
- Lack of flexibility within the current Constitution to:
 - Allow the entry of new Clubs / Teams to participate in the Winter Competition.
 - Allow the Executive Board Members to make decisions at all levels without Club approval.
 - Provide all user groups with equal voting rights at Board level.
 - Grow the sport without making continual changes.
- The decline in the relationship and the level of support provided by the South Australian Ice Sports Federation (SAISF).
- Hosting and retaining National & International Championships at the current Facility.
- The quality and quantity of the current Facility.
 - One facility is not enough to continually grow the sport.
 - Competition with other ice sports for available ice time.

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- Condition and cleanliness is not being attended to by the current Facility management.
- Threat of current facility closing down.
 - Continual equipment failures,
 - Poor maintenance regime,
 - Quality of the ice surface, lines and boards.
- Inconsistent scheduling of games and trainings due to ice time availability.
 - Impact of School Holidays on current Winter Season scheduling.
- Minimised opportunities for players who want to play Winter and Summer Hockey under current structure.
- Diminishing Junior participation numbers.
- Limited development opportunities or targeted programs for junior and elite players.
- Junior players going overseas for what is perceived as better development opportunities. This comes at a cost to:
 - The parents of the player (\$50,000 per annum).
 - Loss of quality players from local competition.
- Transition opportunities for Junior Hockey into Senior Hockey.
- Limited development opportunities or targeted programs for officials and coaches.
- Decline in officiating numbers.
- Lack of volunteers impacting on Club Officials and Coaching numbers.
- A low profile for the sport impacting on player recruitment.
- Lack of promotion for the sport to the general public.
- Lack of communication / interaction with other sports in South Australia.
- Appeal of other sports impacting on player retention.
- Ongoing and increased cost to participate in the sport.
- Ability and knowledge on sourcing increased funding.
- Recent ice time price increase of 15%.

OPPORTUNITIES

For the sport to grow these challenges need to be addressed. The immediate opportunities that have been identified are as follows:

- The development of two new Facilities in the Adelaide Metropolitan area.
- Appointment of a paid / salaried Chief Executive Officer to:
 - Assist with the day to day administration of Ice Hockey.
 - Identify and procure available funding opportunities.
 - Identify potential sponsorship opportunities.
 - Work with Facilities on scheduling and development opportunities.
 - Work as directed by the Executive Board Members.
- Identify key roles within the sport:
 - Needs to be done at all levels within the organisation.
 - Provide assistance, support and education to those roles.
 - Develop an organisational structure for the sport in line with Constitutional changes.
- Increased awareness of the sport through:
 - Social Media opportunities - Facebook, Twitter, Instagram etc.
 - YouTube - Develop a YouTube channel with the possibility of live-streaming games.
 - Website - Regular updates and better information to be provided during the season, including game write-ups and photos.
- Use of high profile players and Adelaide Adrenaline to assist with advertising / promotion.
- Increase the promotion of the sport through research and development of other sports.

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- Build and maintain strong alliances and partnerships with key stakeholders and other sports.
- Show more leadership in implementing our Governance Policies and Procedures.
- Improve communication and information flow both internally and externally.
- Be proactive in sourcing increased funding.
- Grow our membership by attracting more Junior Players into the sport and transitioning them into Senior Hockey.
- Offer increased Development Pathways for all aspects of the sport including Players, Coaches and Officials.
- Provide more information and financial assistance, including but not limited to, development opportunities for Coaching / Officials etc.
- Clubs / Teams having a greater commitment to player development, especially at Junior levels.
- Expand the competition opportunities to increase recruitment and retention of players.

WHAT IS OUR FUTURE?

OUR KEY AREAS

GOVERNANCE - LEADING THE SPORT

IHSA needs to focus on our core responsibilities, which are the administration of the sport, to ensure the sport demonstrates leadership in being well managed with a secure financial future.

DEVELOPMENT - GROWING AND IMPROVING THE SPORT

To increase the quality and quantity of opportunities for all involved with the sport (Players, Coaches, Officials and Administrators).

There needs to be two pathways for players:

1. A pathway for those who want to improve but not necessarily compete / participate at the highest level.
2. And one for those who have the talent and drive to compete / participate at a high level.

Coaches, Officials and Administrators also require pathways and guidance to participate at a level where they are comfortable and can achieve their own individual goals. We need to develop and foster our people at all levels, so that they maintain enthusiasm and dedication to the sport for the long term.

Development pathways must be a priority for the Association and our members.

COMPETITIONS - EXCELLING IN THE SPORT

To increase and maintain participation at all levels within the sport whilst developing our State Representative Teams to be competitive and successful at a National Level.

MARKETING - SELLING THE SPORT

To increase the profile and awareness of the sport to the general public.

FACILITIES & INFRASTRUCTURE - BUILDING THE SPORT

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To ensure our Players have **access to high standard facilities**, which also provide the capacity to maximise opportunities for all who want to play the sport.

PRIORITY TIMEFRAMES

Priority timeframes will be established in line with the needs and requirements of the Association.

While strategies will be targeted in line with their priority, it must also be acknowledged that some areas may be progressed earlier due to the opportunities, available resources and skillsets, which the organisation will capitalise on in order to achieve the overall purpose and mission sooner rather than later.

PRIORITY 1. Within the next 12 months

PRIORITY 2. 12 - 24 months

PRIORITY 3. 24 - 36 months

GOVERNANCE - ADMINISTRATION AND FINANCIAL MANAGEMENT

LEADING THE SPORT

To ensure the sport demonstrates leadership in being well managed with a secure financial future.

PRIORITY 1.

- Develop a paid part / full time position to administer the day to day running of the sport.
 - Chief Executive Officer - Responsible for the implementation of the Strategic Plan.
 - See Position Description for other duties.
 - Dedicated person to focus on transition to new rinks and future expansion.
 - Be proactive in the development of new Facilities and work with Facility Management on our requirements for future growth.
- Adopt business entity operational principles rather than not for profit group operational principles.
- Update Constitution to reflect new Governance model.
 - Segregation of duties.
 - Broader representation and voting rights of Members. (Not just the Clubs)
 - See Sub-committees below.
 - Allow for future growth (more Teams / Clubs) in the development of a new Constitution.
 - Currently there are too many barriers prohibiting new Clubs / Teams from entering the various competitions.
 - All new Constitution is required, not an update of the current Constitution.
 - An updated Constitution will not have the required benefits for future direction.
 - Some minor updates are required to:
 - Reflect a change in “Financial Year”,
 - Change of date for future AGM’s in line with above,
 - “Not for Profit” to be added for banking purposes, and
 - Jokers Ice Hockey Club to be added as having the same voting rights as other Clubs.
- Introduce a more effective Governance decision making processes through use of Sub-committees.
 - Sub-committees mentioned below and the appointment of a CEO to oversee and provide strategic direction to the Sub-committees.
 - Winter League Committee.
 - Junior League Committee.

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- Summer League Committee.
- Women's League Committee.

PRIORITY 2.

- Undertake an independent review / get advice re the organisational structure required to accommodate the current and future growth of the sport.
 - This should also involve recommendations for a new Constitution.
- Conduct review of Organisational Structure and Board Portfolios.
 - Review and update position descriptions and job roles for all board positions and portfolios.
 - Currently being done.
 - This will become a task of the CEO on an annual basis.
- Investigate all possible Grant opportunities.
 - Grants become available on an ad hoc basis through different sources (State and Federal).
 - The CEO will need to be aware of the different sources and apply as required.
- Implement a more effective annual budget process.
 - To be prepared for presentation to the Board, but there should be short, medium and long term forecasts attached to the budget.

DEVELOPMENT

IMPROVING THE SPORT

To improve the quality and the experience for all involved with the sport (Players, Coaches, Officials and Administrators)

PRIORITY 1.

- Increased focus on Coach and Officials development pathways.
 - Bridging development for unskilled Members at all levels.
 - Identify and provide / develop and implement - suitable training courses and leadership opportunities to improve quality and retention of Coaches and Officials.
- Develop a competition for 16 - 20 year olds to bridge competition pathways.
- Establish development squads for players with potential to play in National Leagues / Teams.
 - If a player has a higher skill level than his / her age, the player should be allowed to play one level higher.
- Define development pathways for different groups within IHSA.
 - Youth / Junior
 - Adult
 - Women
 - Beginner to elite level development for all of the above.
- Be proactive not reactive.
- Create and implement pathways from entry level to National, AIHL & AWIHL level.
- Look at other successful sports and how they are doing it.
- Create stronger relationships with other State Associations and IHA Members.

PRIORITY 2.

- Align Junior competitions with IHA age levels.
 - John McCrae-Williamson - 11 Years & Under
 - Phil Ginsberg - 13 Years & Under

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- Kurt Defris - 15 Years & Under
- Syd Tange - 18 Years & Under
- Implement the IHA Development Framework at a local level.
- Establish specific player development programs for males and females.
 - Elite prospect talent management.
- Need for greater Club involvement at all Junior levels.
- Scheduled development and marketing events embedded into our current and future programs.
- Set KPI's on a more regular basis and monitor accountability.

PRIORITY 3.

- Data collection, analysis and application.
- Identify future trends and needs.

COMPETITIONS AND EVENTS

EXCELLING IN THE SPORT

To increase and maintain participation at all levels within the sport whilst developing our State Representative Teams to be competitive and successful at a National Level.

PRIORITY 1.

- League Structures and better pathways.
- Create a culture of respect from Players & Parents to Coaches & Officials.
- Develop our elite (National) level players (male and female).

PRIORITY 2.

- Work with Facilities to attract National and International Competitions.
- Identify future requirements and start early planning process.
- Greater Spectator involvement.
- Investigate variations to the current Competitions.
 - 3 on 3 League.
 - Greater diversification of the Summer League.
 - Winter Beer League outside of current Competitions.
 - Development of a local Women's League.
 - Junior under 16 Summer Leagues (Possibly Novice, Pee Wee, Bantam etc.)

MARKETING AND COMMUNICATION

SELLING THE SPORT

To increase the profile and awareness of the sport.

PRIORITY 1.

- Corporate partnership and sponsorship required.
- Communication and awareness of the sport to the general public.
- Develop and implement a marketing plan / strategy.

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- Investigate appointment of a dedicated marketing / promotions Sub-committee, made up of volunteers with the required skills and / or connections.
- Develop an annual budget for marketing and promotion.
- Identify specific marketing opportunities. e.g. Come and Try days, Ice Blast, School visits, General Sessions, Skate School.
 - Maximise the opportunities available at Facilities during public sessions. (Demonstrations etc. during Public Sessions, Aiming at Junior Players)
 - Make information more readily available at Facilities re how to get involved.
- Maximise the opportunities from the level of exposure and media coverage generated by Adelaide Adrenaline and Adelaide Rush.
 - Create a better working relationship with both groups.
 - Establish the synergies between the groups.
- Increased Social Media presence with updated Website and Facebook sites and other Social Media opportunities.
 - Website has been done, but needs more input from the wider hockey community and continuous improvement.
 - Consolidation of various Facebook pages related to IHSA to be administered by IHSA.
 - Various State Team pages / Groups
 - Women's Development
 - Adelaide Summer League
 - AJIHL
 - Develop rules around the use of IHSA property / names for Social Media pages.

PRIORITY 2.

- Create more opportunities to showcase all levels of competition.
- Maximise the potential from increased signage and promotional / information material at Facilities.
- Develop a communication strategy that creates better awareness, interaction & engagement with Members and stakeholders.
- Establish links with other sports as potential new markets of attracting participants.
 - Ice Factor
 - Inline Hockey
 - Roller Hockey
 - Floor Hockey
 - Broomball
 - Other non-related Sports

FACILITIES

BUILDING THE SPORT

To ensure our players have access to high standard Facilities that also provide the capacity to maximise opportunities for all who want to play the sport.

PRIORITY 1.

- Develop and strengthen working relationships between Facilities and IHSA Management.
- Risk assessment for current and new Facilities to be provided.
- Dedicated change rooms for Female and Junior participants.
 - Costly exercise at existing facility and probably not something SAISF or Landlord are interested in.

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- - Not something IHSA is responsible for or can undertake at the current location.
- Will be covered with the construction of new Facilities.
- New / modern Facilities are required to reinvigorate the sport as they have in the past.
 - Give existing Members a renewed enthusiasm.
 - Bring a new generation of people to the sport.
 - Providing other fitness opportunities to our members within the same complex.

PRIORITY 2.

- Work in partnership with Facilities to achieve growth, financial stability and long term success of the sport.

MEMBERSHIP

GROWING THE SPORT

To increase the number of people involved in the sport while retaining the current involvement of Players, Coaches and Officials.

PRIORITY 1.

- Better communication with Members e.g. Website, Social Media, Electronic Newsletter, Game Reviews etc.
- Establish why Players / Members leave the sport.
 - Player retention - Survey.
- Why do on ice Officials leave the sport? (respect, payment)
 - Culture change required across all levels of the sport.
 - Player education towards Officials.

PRIORITY 2.

- Increased social opportunities for Members and Sponsors.
 - Hold regular functions throughout the year.
 - End of Season Presentation for all levels of the sport.
- Recognising the achievements at all levels - Players, Coaches, on and off Ice Officials, Volunteers, Administrators, past Legends etc.

PRIORITY 3.

- Knowing who our Members are will better inform key decisions to be made (data required).
- Investigate the potential to attract new Members from other sports.

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MEASURES OF SUCCESS

As we review our Strategic Plan periodically to determine if our objectives are being achieved we need to see evidence of the following:

- Development and Implementation of a new Constitution.
- Revamped and renewed organisation structure.
- Greater member satisfaction around transparency, information sharing and Board confidence.
- Increased Member Club and Volunteer satisfaction and engagement.
- Higher standards of compliance with Governance principles and Club administration.
- Greater commitment and engagement by the Board, the Clubs and their Members.
- Increased number and quality of Players, Coaches and Officials.
- Increased participation rates in competitions at all levels and for all abilities.
- Increased range of competitions for all ability levels.
- Budget goals achieved.
- Future tenure in place.
- Increased profile and awareness in the media and broader community.
- Improved and strengthened partnerships with key stakeholders.
- Improved retention and transition of Juniors into Senior Competitions.
- Increased revenue streams sourced through revenue from various programs, sponsorship and grants.

The 'Strategic Plan' should be a living document and under constant review! With a CEO in place, priorities can be set and achievements should be benchmarked and reported at every Executive / Board meeting to ensure that things are progressing!

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