



# Melville City Hockey Club Strategic Plan

September 2021



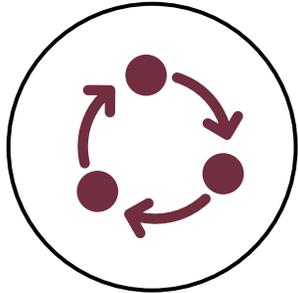
# Our Purpose

TO PROVIDE THE BEST HOCKEY EXPERIENCE TO OUR MEMBERS, SUPPORTERS, FAMILIES, AND ALL WHO INTERACT WITH US

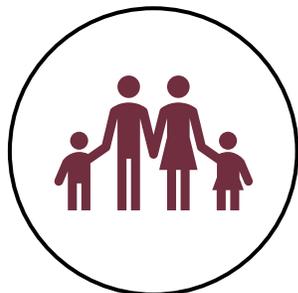


# Our Values

Our values are central to our way of working. At the Melville City Hockey Club we will:



Ensure that ENJOYMENT of the Club and its overall success is central to everything we do.



Create a sense of BELONGING and welcome anyone wishing to engage in and enjoy, everything we offer as a Club.



RESPECT each other, our heritage and build our future by placing the best interests of the Club at the centre of every decision we make.



Pursue EXCELLENCE in everything we do.

# Our Strategic Pillars

Continued Prudent Management of the Clubs Resources – Financial and Human



Continually Improve the Quality of our Governance Systems



Ensure Sustained on-field Success



Continually Grow and Strengthen our Club Community



Sustain our Success




## Strategic Pillar 1: Continued Prudent Management of the Clubs Resources – Financial and Human



We recognize that hockey is an expensive sport to play, therefore we must continually work toward minimise this cost impost on our members.

We acknowledge that the financial and human resources we have available to us exist for the benefit of our members and allow us to grow in an efficient and cost effective manner.

Volunteers are our most important asset and are a vital part of this equation. We will endeavour to grow our base of volunteers and where possible, share the load.

Given these constraints, the Club needs to:

- continually explore new and innovative ways of containing costs, while meeting our financial obligations, and
- build its volunteer base to ensure that we don't ask too much of too few.

### **What are we going to do?**

Minimise the cost of playing hockey at Melville while meeting our financial obligations.

### **How are we going to do it?**

#### **Continue our legacy of sound financial management:**

- Be transparent with our membership regarding our financial position.
- Continue to meet our financial obligations to all parties as and when due.
- Ensure our financial accounts are audited annually by an external party.
- All discretionary spend is tested against the 5 pillars contained within this plan and is approved by the club's Management Committee under the approved delegation of authorities.

#### **Develop a larger pool of volunteers:**

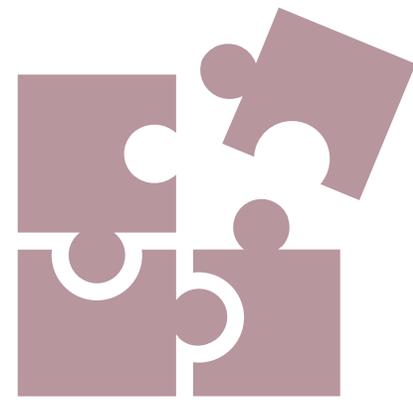
- Develop new ways to find and retain our pool of volunteers – diversify away from year long commitments.
- Build a more granular database of our volunteers skills and use this to offer opportunities to others to contribute.

#### **Prevent volunteer fatigue:**

- Build a succession plan for all committee positions including time spent in roles.
- Reach beyond the usual volunteers when new opportunities arise.

### **How we will measure success?**

- Develop a 3 year Capital Management Plan by end 2021.
- Audited financial accounts presented to the AGM annually.
- Two short term projects undertaken annually to help advance elements of this plan.
- Maximise cash reserves in accordance with budgets and future needs.
- Skills database for volunteers defined by February 2022 (off 2021 data).



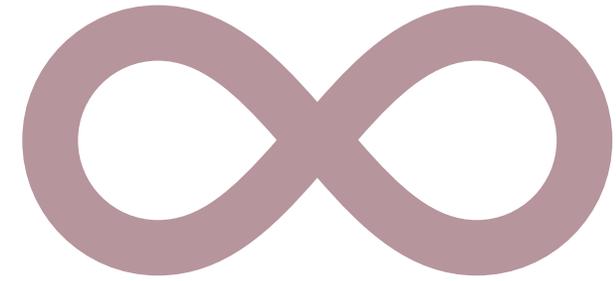
## Strategic Pillar 2: Continually Improve the Quality of our Governance Systems



We acknowledge our leaders provide a great service to our members through the coordination all of the activities that are required to make a great Club like ours operate effectively and efficiently. This can only happen when the members are confident its elected officials are operating openly, honestly and within the bounds of their duty statement.

Governance is a crucial part of building and retaining that confidence – the Club believes that only through openness and transparency can that confidence be maintained with its members.

Melville is recognized as a benchmark for governance within the WA Hockey community, however, we cannot become complacent. We understand that this reputation is both warranted and hard-earned, and our Club is committed to maintaining it's high standards by continually improving our already strong governance processes.



### **What are we going to do?**

Continually inform our members how we are prudently managing the MCHC on their behalf.

### **How are we going to do it?**

- Modernise our constitution.
- Update the Club's Policies and Constitution to bring our operations into line with regulatory expectations.
- Develop and/or update our guiding documents and Code of Conduct.
- Build a digital library to hold all governance documents, rules and guidelines.
- Provide an appropriate level of access to all governance documents.
- Be open to improved governance practices.
- Set up a Governance Advisory Group to help guide improvements in governance processes.

### **How will we measure success?**

- Publish an approved Code of Conduct by January 2022.
- Develop a Risk Management Framework with mitigating actions by January 2022.
- Ensure a new Constitution is in place by the end of the 2022 season.
- Develop a Governance Improvement Plan by the end 2021 and implement by the end of 2023.
- Have an updated suite (or those adopted by Hockey WA/Australia) of Processes and Procedures by the end 2022

## Strategic Pillar 3: Ensure Sustained on-field Success



Success on the field means different things to different people. At the very highest level, our top men's and women's teams have established themselves as a permanent presence at the top level of the competition. Whilst this isn't the only measure of our success, it is recognized that maintaining these grades is vital to retaining and providing inspiration to the exceptionally talented juniors the Club continues to produce.

While important, that is only one measure of success – it is just as important to provide a positive on-field experience to all players, regardless of age, gender or ability. This means, maximising the utilisation of the exceptional facilities we have available to us, providing quality coaching and by making training and playing as enjoyable as possible.

While we will continue to aspire to win the Premier League competitions, to be part of a club where that feels like a victory for all, is equally important. We need to ensure that connections are built between all levels of our membership to help make that feeling a reality. That will be the true test of our ultimate success.

### What are we going to do?

Provide a quality on-field experience to all players at the Club, regardless of age, gender or ability.

### How are we going to do it?

#### Provide high quality coaching

- Develop the 'Melville' way of playing and ensure that it is coached at all levels.
- Provide elite coaches to lead our elite teams.
- Provide regular 'Coach the Coach' training to build capability within the Club.

#### Provide transparent selection processes

- Ensure all team selection processes are fair and consistently applied across the grades.

#### Quality playing surfaces

- Develop our grass fields to a level where finals hockey can be played on them.
- Improve the quality of the playing surface at Bill Ellson Park.
- Have new lighting installed and extended the existing lighting on the grass fields to enable greater access and flexibility with training times.

### How we will measure success?

- All junior grades having an "A" team (or equal) by 2024.
- A second Men's Premier League premiership and inaugural Women's Premier League premiership by 2025.
- Maintain Premier 1, 2 and 3 senior grades and a spread of competitive senior teams through the current linear structure.
- Build from the current number of teams in Masters grades.
- Build Minkey numbers to 240 in 2022; grow this number year on year.



## Strategic Pillar 4: Continually Grow and Strengthen our Club Community



We recognize that our great strength – the thing that makes us ‘us’ – is the disparate group of people who join together to form our membership. This cannot and will not, be taken for granted.

We need to continually nurture and sustainably grow our membership base, while maintaining the Values that have underpinned our long term success. This requires the leaders at the Club to listen to our members and understand their needs as we grow. We will honour our past but accept that change is inevitable and needs to be embraced.

It is important for us that we are part of a strong and sustainable hockey community – we will work with HockeyWA to understand and support the principles of what it takes to build a strong and sustainable Club. We will continue to participate in and where possible support, all HockeyWA activities. MCHC will advocate for those actions that we believe will help underpin our sport, our clubs growth and success into the future.

### What are we going to do?

Grow our Club community in a way that continually embeds our Values and helps strengthen the broader hockey community.

### How are we going to do it?

#### Listen and respond to our Membership

- Reinvigorate the social committee and ensure the social focus is inclusive of the full membership demographic.
- Regularly survey members and respond to that feedback.
- Clearly understand the role of MOFTA including the development of a charter.

#### Ensure our growth is managed at a sustainable pace

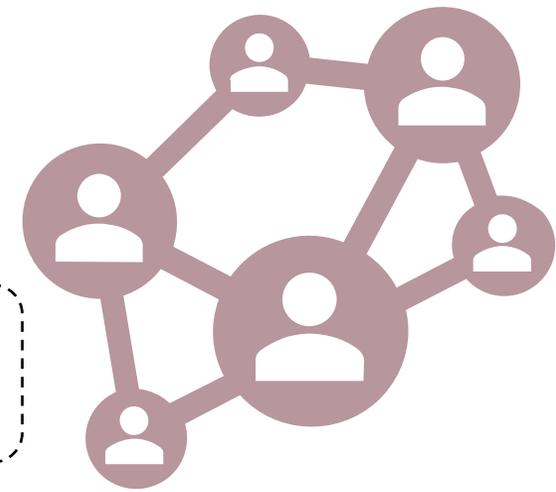
- Develop and publish optimal expansion guidelines by the end of 2022.
- Aim for an optimal pyramid of five year 5/6 girls and boys teams in order to maintain two or three year 11/12 girls and boys teams. This would need to be supported by a Minkey program of 240 plus players.
- Work with the City of Melville to develop a new grass field south of the bowling club and/or allow the development of a Hockey 5's facility.

#### Participate fully in Hockey WA activities on and off the field

- Lobby for a sustainable club approach to hockey including minimum numbers of junior teams to support top squads.
- Build representation across Hockey WA committees.

### How we will measure success?

- Planned social events that cater for all groups across the club are well attended.
- Representation on a minimum two Hockey WA committees.



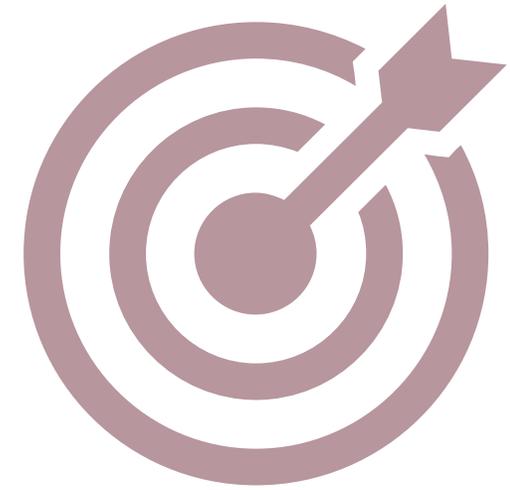
## Strategic Pillar 5: Sustain our Success



We are proud of what we have built – and the way we have built it. We acknowledge that we have been gifted the Club by all those who came before us and we will learn from them as we build our future.

Our Club has always built itself from the ground up. One of our greatest achievement is the number of ex- Minkey players who are now playing in our top sides and one day into our Masters teams. Our history has taught us that we must keep feeding that pipeline whilst acknowledging that times have changed. With many more sporting options available, we must remain proactive in bringing our sport to as many people as possible. To achieve this we need a deeper understanding of our ideal demographic shape, based on our facilities and crucially, our volunteer pool. Not only will this help guide our expansion plans, but will ensure that our on-field success is maintained while providing a quality off-field experience. These two must always go hand in hand.

It is important we respect and capture our organisational knowledge, ideally in secure systems. As a volunteer driven organization, we need to be cognizant that much of our knowledge is held in the collective minds of our leaders as we develop these more robust systems.



### What are we going to do?

We will build our future by combining the learnings from our past with the changing needs of our present.

### How are we going to do it?

#### Build the on-field pipeline

- Develop a schools focused program to be delivered in first term of each school year. This will assist to drive up Minkey numbers.
- Target year 11 and 12 players with a view to maximizing their retention into the senior ranks.

#### Understand our needs

- Understand our ideal demographic shape and build plans to achieve that shape, based on current volunteer numbers and facility capacity.

#### Build our institutional knowledge

- Move to place all of our Intellectual Property into on-line platforms as quickly as possible.
- Ensure turnover at committee level is controlled.

### How we will measure success?

- Schools' programs developed in 2021 and implemented in Term 1 2022.
- Ensure every Year 12 player is contacted, preferably in person, and asked to return to play senior hockey.
- Ideal demographic shape developed in 2021; shape fulfilled by 2024.
- Turnover at committee level at no less than 1 but no more than 2 per year.

