

Southern United Hockey Club – 2016 - 2021 Strategic Plan



Strategic plan 2016 - 2021

Draft 0.4 July 2016

Developed by SUHC Committee of Management and
Strategy Sub Committee

Mission

SUHC will provide its members with the best possible opportunity to play and enjoy hockey on and off the field at all levels and be the club of first choice in the south eastern and bayside suburbs of Melbourne.

Vision

Through the ongoing development of its junior and senior players will SUHC will offer the best grades for each level of competition, be a successful premier league club for both men and women, culminating in a premier league championship within the next 5 years.

Key Performance Areas

- Player development & on-field team performance
- Facilities and physical Assets
- Membership involvement and social obligation
- Financial management and governance

About our club (from our web site)

Nestled in Melbourne's Bayside suburbs, Southern United Hockey Club is the largest in the city's south east, and one of the largest clubs in Victoria, fielding more than 40 teams in Juniors, Men's, Women's and Master's competitions.

With home grounds located in the City of Bayside and City of Kingston municipalities, Southern attracts an array of players of all abilities from across Melbourne, as well as interstate and overseas. We offer specialist coaching, spearheaded by our Men's Premier League (MPL) coach Jesse Workman and our Women's Premier League coach Brian Paxton.

The Southern United Hockey Academy, established to fast-track the skills of players in our junior section, also runs during the pre-season under the tutelage of our MPL Coach Jesse Workman assisted by some of our PL players.

Founded following the merger of the Moorabbin Districts and Sandringham hockey clubs in 2006, Southern has established a set of core values that have helped shape a unique identity and culture. We are passionate about hockey, our members and being the best club we can be – on and off the field. This is a vision shared at all levels of the club, from the playing group through to the administration.

We are a family club and invite people from across the community to be a part of the Southern United community.

We are also growing steadily and the current facilities will shortly be insufficient to meet the needs of those wishing to play hockey.

Membership

Southern United's 2016 membership consists of:

| | |
|---|-----|
| Total Registered Members | 548 |
| Adult Playing Members | 194 |
| Junior Playing Members (10 – 18 years old) | 290 |
| Junior Playing Members (under 10 years old) | 60 |
| Non Playing Members (Life Members etc.) | 4 |

In addition, 60 parents, family members and friends have taken out a Hockey Victoria "Supporters membership", citing Southern United as the club which they support.

A further 60 young children have taken part in Southern United's six week introductory "Hook in 2 Hockey" program.

A group of up to 50 "Grand masters", players over 60 years old, also train and play at Farm Road every Friday. These players are drawn from clubs across Melbourne, but the coordination and leadership of this group is from Southern United members.

Governance

The Committee of Management (CoM) consists of President, Vice President, Treasurer, Secretary, and Heads of Mens, Ladies, Juniors and Masters sections, supported by:

- Each playing section has a sub-committee; Mens, Ladies, Juniors and Masters;
- Strategy sub-committee, setting strategy, ground replacement and liaising with Kingston and Bayside councils;
- Retail and funding sub-committee, manages the canteen, hockey shop and fundraising;
- Facilities sub-committee responsible for maintenance and improvements to facilities.

Teams

- Mens, eight teams including Mens Premier League
- Ladies, six teams including Womens Premier League
- Juniors:

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- 16 full field (11 players per side) teams, in under 16, 14 and 12 mixed and girls.
 - Two half field (seven players per side) teams
 - 60 juniors playing locally run inter-club hockey.
 - Junior Academy, plus Junior holiday hockey programs.
- Masters, five teams including Mens over 45 A. Associated with 'over 60s' group of 50 players who play at our ground each Friday morning.

Games

37 games each week.

Social media

Full web site, supported by Facebook, with Twitter and Instagram accounts. Monthly newsletters.

Strengths/opportunities

(a) Playing/on field

- a. Southern United Hockey Academy, seen as one of the best junior development clubs in Victoria, significant contributor of player to junior state sides. Hooked in 2 Hockey 2016 very effective.
- b. Offer Mens and Womens Premier League and also Mixed and Girls Shield teams at all age groups.
- c. Have achieved success largely through junior program and do not have a culture of paying players.
- d. Link to New Zealand based players has proven a strong source of good players.

(b) Strategic

- a. Strong governance, experienced CoM and section committees with significant commercial and financial background.
- b. Outstanding volunteers across many roles outside CoM. Many volunteers make extraordinary contributions.
- c. Strong membership – 550 plus, and good links to 'feeder' schools
- d. Kingston City Council have been a consistent supporter of the club
- e. Good communications – web, facebook, newsletter, team app

(c) Financial

- a. Financial stability, with significant reserves and funding for ground replacement
- b. Excellent long term Platinum Sponsor

(d) Facilities

- a. Long term ground lease for Farm Road and Dendy Street Grounds

Weaknesses/challenges

(a) Playing/on field

- a. Both premier league teams in 'development' phase, with very young squads
- b. Southern United has not had a Viking, Viper or Australian representative player at open age level.
- c. Disconnect in sections e.g. Premier, Pennant and Metro are almost three different groups, which mean pathways not clear.
- d. Umpire and officiating numbers and qualifications

(b) Strategic

- a. Challenges with succession for key Management and key Coaching roles.
- b. Difficulty recruiting new volunteers leads to high dependence on existing volunteers.
- c. Member engagement – strong engagement across say 100 members, but other 450 members very much 'turn up and play'.
- d. No central records repository – information fragmented.

(c) Financial

- a. Second tier sponsors require more development

(d) Facilities

- a. Insufficient facilities (not enough ground time) to adequately train members and also 'home' games now regularly played at other club venues.
- b. Grounds management largely dependent upon one individual and limited numbers of 'trade' qualified people in club, such that those who volunteer have significant amounts to do.
- c. Pavilion and site shared with Baseball – leads to sub optimal use of facilities and slower development. We would regard ourselves as far more ambitious than Baseball.

Objectives – what do we want to achieve

Objectives for the next five years:

(a) Playing/on field

- a. Premier league finals for men and women
- b. Vipers and Vikings representative players, open age Kookaburra or Hockeyroo representative.
- c. More even representation in adult Pennant competition: Ladies promoted to Pennant A and Men reclaim Pennant B
- d. Grow membership base for 550 to 650.

(b) Strategic

- a. Permanently meet Premier League Entry Criteria
- b. Broader volunteer base
- c. Better integration within and across sections

(c) Financial

- a. Deepen sponsor and fundraising base – add two key sponsors
- b. Sinking fund meets pitch replacement requirements
- c. Accumulate sufficient finances for additional pitch

(d) Facilities

- a. Another hockey pitch – Cheltenham Secondary College
- b. Agree Farm Road Plan with KCC, including Pavilion Development – the premise being that until there is a known plan for Farm Road, SUHC cannot plan for growth, net pitches etc. As a new pitch is a 3-5 year project, the key strategic objective at present is to identify the plan and agree with Kingston City Council, Kingston Sports Club and Baseball.

Development priorities

Priority Areas for Development for the next five years:

(e) Playing/on field

- a. Develop coaching skills and qualification
- b. Develop umpiring and officiating skills and qualification

(f) Strategic

- a. Achievement of HV Premier League Entry Criteria to assure long term PL future
- b. Succession planning – Committees, key volunteers, key coaches
- c. Creation of long term successful culture, image and brand

(g) Financial

- a. Deepen sponsor and fundraising base – add two key sponsors

(h) Facilities

- a. Another hockey pitch – Cheltenham Secondary College
- b. Agree Farm Road Plan with KCC, including Pavilion Development

Planning process

The 2016-2021 Strategic Plan has been developed by Southern United Hockey Club's Strategy Sub Committee, and [approved] by Southern United Hockey Club's Committee of management. This committee consists of individuals with:

- Owner and senior management experience in food and retail, global financial services, insurance, technology and the public sector;
- Involvement in playing or administering in mens, ladies, junior and masters sections;
- Involvement as players, or parents, of Victorian representative players.

The plan builds upon the 2014-2017 Strategic Plan approved by the Southern United Hockey Club Committee of Management in 2014 and presented to the Annual General Meeting at that Time. Each year, progress against the 2014-2017 Strategic Plan is reported to the membership at the Annual General Meeting.

It was decided to create the 2016-2021 Strategic Plan, prior to the end of the previous Strategic Plan as the club had achieved many of the goals of the previous plan, and also took advice from Kingston City Council and Hockey Victoria, who suggested a more detailed Strategic Plan.

| Actions Against Focus Areas - Focus Area: Playing /On Field | | | | | |
|---|--|--|---|--|--|
| What we want to achieve | How we'll do it | The associated tasks | Who | Time Frame | Action Budget |
| Objectives | | | | | |
| a. PL finals men & women | <ul style="list-style-type: none"> • Appropriate coaches • 1-2 import players per team • Junior pathway to supply players • Players involved in HV 'all stars'; | <ul style="list-style-type: none"> • Select, assess performance and if need be recruit • Identify, recruit, negotiate • Recruit local players • Continued junior development • Ensure players 21+ y/o participate | <ul style="list-style-type: none"> • Mens, Wom Com • Mens, Womens Com + head coaches • Jnr Com + head coaches • Head coaches + Pres | <ul style="list-style-type: none"> • Annual • Annual • Annual • Sept each year | <ul style="list-style-type: none"> • Coaching budget in each section. • Player budget established in each section. • No direct costs • No direct costs |
| b. Vipers and Vikings representative players, open age Kookaburra or Hockeyroo representative. | <ul style="list-style-type: none"> • Develop key players • Recruit key players • Retain key players • Promote key players to HV • Measure via U18, U21, all star players, VIS selections. | <ul style="list-style-type: none"> • SUHA, participate in HV dev • Identify opportunities • Regular liaison with players/parents • Conversations with HV | <ul style="list-style-type: none"> • Jnr Com • Jnr Com • Head Coaches + President • Head Coaches + President | <ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Sept each year • Ongoing | <ul style="list-style-type: none"> • Reimburse costs for U21 players, those in multiple state age groups and those in Australian team. |
| c. WPA and MPB | <ul style="list-style-type: none"> • Retention of key players post PL • Pathway for young players | <ul style="list-style-type: none"> • Retain players post PL careers to create backbone • Draft youngsters via WPB and MPA as part of pathway to PL | <ul style="list-style-type: none"> • Wom and Mens Com. | <ul style="list-style-type: none"> • Ongoing, particularly Feb each year | <ul style="list-style-type: none"> • No direct costs |

| Actions Against Focus Areas - Focus Area: Playing /On Field continued (2 of 3) | | | | | |
|---|---|---|--|--|---|
| What we want to achieve | How we'll do it | The associated tasks | Who | Time Frame | Action Budget |
| Objectives | | | | | |
| d. Grow membership base for 550 to 650. | <ul style="list-style-type: none"> • Grown Hin2H and inter club to convert into members. • Stronger retention 17-20 year olds • Leverage HV supporter m'hips & create social member base • 2 more Masters Sides – 1 ladies, 1 men • Drive growth through diversity and inclusion | <ul style="list-style-type: none"> • Close contact with Hin2H and inter club participants to increase retention • Close contact and provide more hockey opportunities, e.g. 2 x WMB, u18 • Needs plan, new membership criteria and value proposition • Retain retiring players, re-invigorate retired players, recruit amongst parents • Create plans to bring new groups of people to hockey and the club | <ul style="list-style-type: none"> • Coaches & Jnr Com • Jnr, Men, Wom Com • Fundraising and Retail Com • Masters Com • Inclusion Officer and CoM | <ul style="list-style-type: none"> • Ongoing • Ongoing • 2017 Season • Over 3 years • Start 2017 and then ongoing | <ul style="list-style-type: none"> • Consider whether additional budget would help. • No budget implications • No budget implications • May need more Masters volunteers to assist • Need to appoint and train inclusion officer |
| Development | | | | | |
| e. Develop coaching skills and qualification | <ul style="list-style-type: none"> • Annual review, assessment and appointment of key coaches • Junior coaching appointment • Coach training events, at club and at HV • <u>Proposal</u> 'coach of the year' award | <ul style="list-style-type: none"> • Evidence based review, appointment and performance criteria, close relationship with coaches, succession planning. • Annual appointment process • Run courses at SUHC, participate in HV courses • Recognise coaching achievements | <ul style="list-style-type: none"> • Mens & Wom Com • Jnr Com & sub com for coach apt. • Head coaches & Jnr Com • CoM | <ul style="list-style-type: none"> • Annual, begin before end season to apt. before finals • End of season each year for next year • Ongoing • July 2016 | <ul style="list-style-type: none"> • Coaching budget • Cost reimbursement budget • Consider reimbursing course costs • Trophy cost |

| Actions Against Focus Areas - Focus Area: Playing /On Field continued (3 of 3) | | | | | |
|---|--|--|--|---|---|
| What we want to achieve | How we'll do it | The associated tasks | Who | Time Frame | Action Budget |
| Objectives | | | | | |
| f. Develop umpiring and officiating skills and qualification | <ul style="list-style-type: none"> • Officiating strategy/umpire dev plan • Umpire training events, at club and at HV • Participants in HV Umpire Academy • Umpire of the year award | <ul style="list-style-type: none"> • Officiating sub Com with stakeholder input. • Targets for umpire qualifications, attract new umpires • ID and recruit Academy participants | <ul style="list-style-type: none"> • CoM & Officiating sub Com • Officiating sub Com • Officiating sub Com • Officiating sub Com | <ul style="list-style-type: none"> • Annual • Annual • Annual, but special effort Aug/Sep 2016 • Annual | <ul style="list-style-type: none"> • No budget implications • Reimbursement of umpire course expenses • Reimburse Academy expenses • No budget implications other than trophy |

| Actions Against Focus Areas - Focus Area: Strategic | | | | | |
|---|---|---|---|---|---|
| What we want to achieve | How we'll do it | The associated tasks | Who | Time Frame | Action Budget |
| Objectives | | | | | |
| a. Permanently meet Premier League Entry Criteria | <ul style="list-style-type: none"> • 2016 Assessment • Gap analysis • Rectification plan • LEC Assessment with Assessor • Annual Assessment Process | <ul style="list-style-type: none"> • Assess against all criteria • Document gaps • Plan to address gaps • Participate in Assessment process • Annual reassessment | <ul style="list-style-type: none"> • President • President • President • CoM • CoM | <ul style="list-style-type: none"> • June-Sep 2016 • Aug 2016 • Sep 2016 • Oct 2016 • Annual | <ul style="list-style-type: none"> • No budget implications • No budget implications • Budget implications TBC • No budget implications • No budget implications |
| b. Broader volunteer base | <ul style="list-style-type: none"> • ID roles as part of LEC • ID potential participants • Succession plan document • Recruit participants | <ul style="list-style-type: none"> • Document in Gap analysis • Create list • Create document/list • Approach potential volunteers | <ul style="list-style-type: none"> • President • CoM and Section Coms • CoM • TBC | <ul style="list-style-type: none"> • Aug 2016 • Sept 2016 • Oct 2016 • For 2017 season | <ul style="list-style-type: none"> • No budget implications • No budget implications • No budget implications • No budget implications |
| c. Better integration within and across sections | <ul style="list-style-type: none"> • Stronger “all club” functions/events • Adopt whole of section leadership (follow Women’s model) • <i>Second pitch at Farm Road would facilitate</i> | <ul style="list-style-type: none"> • Focus on further reaching/more encompassing fund raising • Consider ‘chair of selectors’, whole section approach for Men, plan to integrate section. • <i>See facilities plan</i> | <ul style="list-style-type: none"> • Fundraising Com • Mens Com • <i>See facilities plan</i> | <ul style="list-style-type: none"> • Ongoing • For 2017 season • <i>See facilities plan</i> | <ul style="list-style-type: none"> • No budget implications – possibly more revenue. • TBC • <i>See facilities plan</i> |
| d. Create a long term culture and successful brand and image | <ul style="list-style-type: none"> • Set and agree values • Work within values • Create branding and uniform based on | <ul style="list-style-type: none"> • Agree values • Promote values • Uniform and brand strategy – like to look a bit | <ul style="list-style-type: none"> • CoM • CoM, Head of Shop | <ul style="list-style-type: none"> • For 2017 Season • For 2018 Season | <ul style="list-style-type: none"> • No budget implications • Need to schedule and manage alongside shop |

| | | | | | |
|--|----------|--|--|--|---------------|
| | branding | less like “Essendon Football Club” and a little unique | | | stock levels. |
|--|----------|--|--|--|---------------|

| Actions Against Focus Areas - Focus Area: Strategic continued (2 of2) | | | | | |
|---|--|--|--|--|--|
| What we want to achieve | How we'll do it | The associated tasks | Who | Time Frame | Action Budget |
| Development | | | | | |
| <i>a. Achievement of HV Premier League Entry Criteria to assure long term PL future</i> | <ul style="list-style-type: none"> <i>See above</i> | <ul style="list-style-type: none"> <i>See above</i> | <ul style="list-style-type: none"> <i>See above</i> | <ul style="list-style-type: none"> <i>See above</i> | <ul style="list-style-type: none"> <i>See above</i> |
| <i>b. Succession planning – Committees, key volunteers, key coaches</i> | <ul style="list-style-type: none"> <i>See above</i> | <ul style="list-style-type: none"> <i>See above</i> | <ul style="list-style-type: none"> <i>See above</i> | <ul style="list-style-type: none"> <i>See above</i> | <ul style="list-style-type: none"> <i>See above</i> |

| Actions Against Focus Areas - Focus Area: Financial | | | | | |
|---|---|--|---|---|--|
| What we want to achieve | How we'll do it | The associated tasks | Who | Time Frame | Action Budget |
| Objectives | | | | | |
| a. Deepen sponsor and fundraising base – add two key sponsors | <ul style="list-style-type: none"> • Build increased list of second tier sponsors • Grow some second tier sponsors • Analysis of parent, player and family roles to identify opportunities • Contact local businesses | <ul style="list-style-type: none"> • Recruit via Hockey Equipe, local businesses. Standard 'pack' to provide, direct contact with individuals. • Grow sponsors recruited at low levels to higher levels • Amend registration info to capture professions, liaison via Junior Com • Using 'pack' and contacts | <ul style="list-style-type: none"> • Fundraising & retail Cm • Fundraising & retail Cm • Internet team, Jnr Com • Fundraising & retail Cm | <ul style="list-style-type: none"> • Ongoing – 2016 strong growth • For 2017 season • For 2017 season • Ongoing | <ul style="list-style-type: none"> • Budget impact should be increased revenue • Budget impact should be increased revenue • Budget impact should be increased revenue • Budget impact should be increased revenue |
| b. Sinking fund meets pitch replacement requirements | <ul style="list-style-type: none"> • Membership fees include replacement proportion • Specific sinking fund under 2016 Farm Road Ground Lease with KCC • Annual review of financial statements to assess progress towards objective. • Membership of Brighton–Dendy Sports Com, review at each meeting progress towards meeting replacement | <ul style="list-style-type: none"> • CoM agree fee level based upon financial targets • Establish fund post 2016 agreement, monitor growth against targets • Consider reserves and cash / investment balance. • Review and report to CoM. Require financial statements. | <ul style="list-style-type: none"> • CoM & Treasurer • CoM & Treasurer • CoM & Treasurer • President (nominated member) and CoM | <ul style="list-style-type: none"> • Ongoing • 2016 • Annual • Annual | <ul style="list-style-type: none"> • Will impact fee levels and hence drive budget • Will impact financial statement presentation • Will impact fee levels and hence drive budget • Any shortfall would require additional funding in 2022-25. |

| Actions Against Focus Areas - Focus Area: Financial continued (2 of 2) | | | | | |
|---|--|--|--|--|--|
| What we want to achieve | How we'll do it | The associated tasks | Who | Time Frame | Action Budget |
| Objectives | | | | | |
| c. <i>Accumulate sufficient finances for additional pitch</i> | <ul style="list-style-type: none"> • <i>See facilities strategy</i> | <ul style="list-style-type: none"> • <i>See facilities strategy</i> | <ul style="list-style-type: none"> • <i>See facilities strategy</i> | <ul style="list-style-type: none"> • <i>See facilities strategy</i> | <ul style="list-style-type: none"> • <i>See facilities strategy</i> |
| Development | | | | | |
| a. <i>Deepen sponsor and fundraising base – add two key sponsors</i> | <ul style="list-style-type: none"> • <i>See above</i> | <ul style="list-style-type: none"> • <i>See above</i> | <ul style="list-style-type: none"> • <i>See above</i> | <ul style="list-style-type: none"> • <i>See above</i> | <ul style="list-style-type: none"> • <i>See above</i> |

| Actions Against Focus Areas - Focus Area: Facilities | | | | | |
|--|---|---|---|--|---|
| What we want to achieve | How we'll do it | The associated tasks | Who | Time Frame | Action Budget |
| Objectives & development | | | | | |
| a. Another hockey pitch – Cheltenham Secondary College | <ul style="list-style-type: none"> Work with Chelt SC, KCC, HV and other clubs to create a business case and funding proposal. | <ul style="list-style-type: none"> Introduce parties Help CSC with business case Liaise and campaign Add cost projections to SUHC budget and develop SUHC 'offer' Secure SUHC member support | <ul style="list-style-type: none"> President President/Treasurer CoM Treasurer President and CoM | <ul style="list-style-type: none"> June-Jul 2016 H2 2016 2016/17 Aug/Sep 2016 Late 2016 | <ul style="list-style-type: none"> No budget implications No budget implications No budget implications Rebuild long term budgets No budget implications |
| b. Agree Farm Road Plan with KCC, including Pavilion Development | <ul style="list-style-type: none"> Work with KCC and potentially baseball to establish a vision around which SUHC can plan | <ul style="list-style-type: none"> Liaison with KCC Liaison with Baseball/Kingston Sporting Club | <ul style="list-style-type: none"> CoM President | <ul style="list-style-type: none"> Ongoing Ongoing | <ul style="list-style-type: none"> Potentially significant dependent upon plans. |