



Mentone Hockey Club
Strategic Plan
2017 – 2020
“2020 Vision”



Strategic Plan – 2020 Vision

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CLUB DETAILS

Name: Mentone Hockey Club ABN: 38 343 281 419

Mailing Address: PO Box 2009, Parkdale VIC 3195

Club location: 732-742 Springvale Rd, Braeside VIC 3195

Web address: www.mentonehockey.org.au

HISTORY and PROFILE

The Mentone Hockey Club (Created 1993) evolved from the Old Mentonian's Hockey Club (Established 1976) by merging with the Mordialloc Women's Hockey Club (Established 1957). Our membership base is made up from the Minkeys through to Masters, with playing numbers around 420, plus a wider extended family of supporters. We are participating at the highest level for Women Premier League and expect to gain entry into the Men's Premier League in 2017. We openly promote gender equality, creating balance between male and female members, both in on-field participants and off-field administration. The Club is fundamentally debt free and together with the Mentone Hockey Centre has a solid financial position and revenue stream to maintain our operations and undertake proposed facility improvements.

In 2016 the Mentone Hockey Club had a total of 30 teams:

- Juniors (excluding Intra club competition) - 9 teams
- Men's Open Age - 6 teams
- Women's Open Age - 5 teams
- Women's Masters - 3 teams
- Men's Masters - 4 Teams
- Over 50's Masters - 3 Teams

ABOUT THIS PLAN



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This strategic plan has been developed by the Mentone Hockey Club (MHC) committee with consultation of our members. It recognises that whilst there are and always will be individual needs within the Club there is the need to share common goals.

These are the common goals of MHC, outlining our “2020 Vision”;

- **Environment** – An overview of external factors that directly or indirectly affect the Club.
- **Targets** – The people and organisations we need to communicate with both now and into the future.
- **Positioning** – How we are generally perceived in the community.
- **Competitors** – Those who take human resources, time and money that could be utilized in achieving our goals.
- **Resources** – What we have to work with.

The plan then focuses on a SWOT analysis, reviewing the strengths, weaknesses, opportunities and threats to the Club. The plan then identifies major objectives of the Club and what actions or operational objectives have to be achieved to attain these goals.



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VISION

Engage, inspire, guide and develop every player to greatness.

MISSION STATEMENT

To be an inclusive State Premier League Hockey Club leading sporting values and development. Supporting hockey success, sporting participation and performance across all ages, genders and cultures within the South East Region of Melbourne that is welcoming, family oriented and provides the environment for hockey excellence through player development, measuring its success through participation and achievement at all levels of capability

VALUES

Mentone hockey club will operate with the following values:

- financially sustainable and fiscally responsible
- ethical and fair to all
- consultative and inclusive
- progressive and open to change
- the interest of the whole club over individuals

KEY OBJECTIVE AREAS

These areas have been identified by the Club as being key areas for future development:

- Participation – Provide competitions that cater for a diversity of playing skills and motivations and values volunteers
- Development – Provide avenues for Player Development, as well as Coaching and Officiating
- Governance – Management and direction in a fair and ethical manner with open and transparent policies
- Finance – Maintain sound financial practices around revenue collection and expense control
- Communications – Promote the Club in a consistent manner and keep the membership informed
- Facilities – Improve the level of facilities available to members, families, competitors and guests



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ENVIRONMENTAL SNAPSHOT

This strategic plan is prepared with the consideration of the environment as it can be perceived at the time of writing. It is vital to highlight the issues in the general environment that Mentone Hockey Club operates in and the relevant targets, resources, competitors and finally the positioning of the Club in the community. A summary of these factors includes:

General Environment

- Many sporting Clubs exist in the South East Metropolitan Region including competing sporting codes and hockey clubs
- Situated near a growing area of the municipality (South Keysborough)
- Increasing external commitments for participants, including work and study
- There is an increasing cost base associated with participation in our sport
- Other codes are dominant in media, impacting sponsorship and possible recruitment
- There is still significant uncertainty around our tenure at Keysborough in the horizon needed to justify the significant capital investment associated with pitch surface replacement and the development of appropriate social facilities.

Targets

- New entrants to the sport, current players possibly playing elsewhere and former players of the sport and or club – Junior, Senior and Masters
- Schools (all types of education, Primary & Secondary Public, Catholic, Private), Universities and Community Groups
- Potential sponsors
- Business community

Positioning

- Well regarded as a club with good values and reputation
- Proudly a Premier League Club in the Hockey Victoria Competition
- Friendly and inclusive, family-oriented Club
- Strongly competitive but also catering for a diversity of abilities



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Competitors

-
- Other Hockey Clubs in the vicinity
- Work and study commitments of our members

Our Resources

- Over 420 Active Members
- Club maintained website and strong social media presence
- Access to Hockey Victoria and Hockey Australia resources
- Quality coaches umpires and officials
- Active and experienced committee
- Supporting partnership with Mentone Grammar School
- Strong relationship with government including Kingston City Council, State and Federal members of PARliament
- Relationships with State and Federal members of Parliament
- Sound financial management
- A culture of participation, volunteering and community involvement





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SWOT ANALYSIS

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Secure training venue • Number of players in Club • Excellent coaching staff at Senior Levels • A good reputation in Hockey community • Club provides an enjoyable environment for players and supporters • Sound financial position and practices • Caters for a wide range of skill levels • Hookin2Hockey program and early adopter of Intra-club program • Relationship with Mentone Hockey Centre 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Volunteers – are mainly players and limited in number • Lack of ex-players and supporters being involved in the Club • Limited Clubhouse facility • Social cohesion across all sections of the Club • Transition within the Club – juniors to seniors - attrition
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Create strategic relationships with local schools and Kingston City Council • Improved transition from juniors to seniors with better coaching networks and focus on player, umpire and coaching development • Sponsorship and local business community • Develop Customer Relationship Management system to better communicate and leverage the membership base • Better exploit social media channels • Increase Social Atmosphere and Engagement 	<p>THREATS</p> <ul style="list-style-type: none"> • Other hockey clubs and sporting codes • Financial balance – higher proportion of players not full fee paying – Juniors, Students • Increased Cost to play hockey (insurance and affiliation, and operational costs associated with a Premier League club) • Recruitment/transfers to other clubs who offer higher level junior competition (Shield/Pennant) • Change in Social Atmosphere • Maintaining the Premier League Entry Criteria requirements

OBJECTIVE 1 - PARTICIPATION



GOALS	<ul style="list-style-type: none">• Active Club Membership of 500 by 2018 and 600 by 2020• Improved Levels of Volunteering
Tactics	<ul style="list-style-type: none">• Support the HV Roadshow Program• Develop a Middle School targeted Program• Introduce a Come Back to Hockey Program for Seniors/Masters• Investigate Volunteering Cloud Service to assist in scheduling and reminders• Engage family, friends and Supporters into Social Membership status
Targets	<ul style="list-style-type: none">• Three (3) additional junior Teams in 2017• Further 3 Junior teams in 2018• 6 Women's Teams by 2018• Umpiring and Canteen Rosters filled• Fundraising events fully supported



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OBJECTIVE 2 - DEVELOPMENT

GOALS	<ul style="list-style-type: none"> • For PLAYERS Develop pathways from Junior to Seniors and Entry Level to Elite supporting Regional, State, National & International participation • For OFFICIALS Maintain or exceed HV League Entry Criteria required levels supporting Regional, State, National & International participation • For Players and Officials Continue to develop both genders equally
Tactics	<ul style="list-style-type: none"> • Develop a defined skill-set curriculum • Sponsor coaching/umpiring/technical accreditation • Provide Specialist Coaching Clinics and Academies • Leadership roles within South East Metropolitan Junior Southern Sharks Development • Centrally maintain a register of accreditations • Support Players, Coaches, Team Managers and Officials • Develop increased expertise and capability in video capture and analysis for the Club
Targets	<ul style="list-style-type: none"> • As Per LEC requirements: • two (2) Level 2 Accredited Coaches (minimum) • one (1) Level 1 Trained Coach Assessor (minimum) • two (2) Level 2 Accredited Umpires (minimum) • one (1) Level 1 Trained Umpire Coach (minimum) • two (2) Level 1 Technical Officials (minimum)



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OBJECTIVE 3 - GOVERNANCE

GOALS	<ul style="list-style-type: none">• Manage the Club with Integrity, Leadership and Good Judgement in a Transparent and accountable manner• Ensure the Committee acts in the interest of all members• Support the Initiatives and Strategic direction of HV
Tactics	<ul style="list-style-type: none">• Develop policies and procedures to recruit, train and retain members• Develop other Policies as needed• Keep a register of Working with Children Check holders• Advertise Roles and Responsibility for Committee Positions• Promote our Good Sports Club Accreditation• Publish all policies on the Club Website• Review Policies Annually along with Strategic Plan• Develop Succession Plans• Hold a regular RSA Course and maintain a register• Centrally store relevant documents/minutes – i.e. Google Drive
Targets	<ul style="list-style-type: none">• Comply with all legal and statutory requirements• By 2017 have in place a CRM system for the Club



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OBJECTIVE 4 - FINANCIAL MANGEMENT

GOALS	<ul style="list-style-type: none">• Maintain financial sustainability• Ensure the cost of participation is kept to a minimum
Tactics	<ul style="list-style-type: none">• Consult with Stakeholders and prepare an Annual Budget• Establish a Financial Reporting Channel• External Audit of annual accounts• Improve level of access to Credit Card Payments for fee paying and purchase via (Qkr!)• Improve accountability for Fees Payments• Automate Payment Plans to be Direct Deposit or via Qkr!
Targets	<ul style="list-style-type: none">• Monthly reporting of Financial position



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OBJECTIVE 5 - COMMUNICATION

GOALS	<ul style="list-style-type: none">• Promote Mentone Hockey Club• Develop effective relationships with local entities to promote Mentone Hockey Club• Develop effective, consistent and integrated communication channels across the Club
Tactics	<ul style="list-style-type: none">• Complete redevelopment of website• Ensure content is distributed across all relevant FB pages• Single email platform (MailChimp) integrated with Club CRM style database• Develop and promote our Social Media policy• Identify contributors to support the role of the Communications Coordinator• Investigate a whole-of-Club Communication App like Tiqbiz and Qkr!
Targets	<ul style="list-style-type: none">• Weekly articles with photos in Mordialloc Chelsea Leader• Submit monthly article for Mentone Monitor• Submit content for local school news letters• Timely Twitter posts on each Mentone Team's results



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OBJECTIVE 6 - SPONSORSHIP AND PROMOTION

GOALS	<ul style="list-style-type: none">• Attract sponsors to the club who can contribute financially or materially to help defray the costs of running the club
Tactics	<ul style="list-style-type: none">• Designated committee member being in charge of sponsorship (or off-Committee)• Ensure sponsors information package is updated as part of Policy Review period before Jan.• Sponsors' presence on Club Communications – Website Landing, Events, email signatures• Annual Certificates of Appreciation from MHC to sponsors• Periodic newsletters to the sponsors appraising them of how the club is going• Articulate where sponsors money/donations are being used• Develop Flyers and Handouts for different target audiences• Promote Level 2 Good Sport Accreditation• Promote State and Federal funding via use of appropriate Logos• Increase the level of Sponsors signage around the ground
Targets	<ul style="list-style-type: none">• Retain existing Sponsors• Attract two new sponsors per year



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OBJECTIVE 7 - FACILITIES

GOALS	<ul style="list-style-type: none">• Improve and enhance all Hockey related facilities at Keysborough• Establish Social Facilities to view matches and entertain visiting teams• Pursue opportunities to establish a two-pitch complex
Tactics	<ul style="list-style-type: none">• Establish a Mentone Hockey Club Development fund with Australian Sports Foundation (ASF)• Pursue Sponsors for Improvement in amenity of Change Rooms• Work with MGS to identify complementary improvements• Ensure kiosk is open as often as possible and is well stocked• Maintain involvement with the Rossdale Project
Targets	<ul style="list-style-type: none">• Resurfacing of Keysborough Playing surface in 2016 with a Hybrid pitch• Complete Electrical work to Player Dugouts and Tech Bench• Restore Relocate and Repaint 'Bus Shelter' as a permanent Tech Bench• Replace wood and concrete seating around change rooms with aluminium• Work with Mentone Hockey Centre to improve repair fencing• Paint all doors in Change rooms• Install donated floor covering (vinyl) in change rooms• Repair kiosk walls• Complete the works program identified at the start of 2016• Twice Yearly Working bees



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OBJECTIVE 8 - SOCIAL AND COMMUNITY

<p>GOALS</p>	<ul style="list-style-type: none"> • Enhance the Mentone Hockey Club’s sense of community through varied social events • Schedule events for each section of the Club and events that bring the whole club together • Expand attendance at home Premier League matches • Support key community programs outside of hockey
<p>Tactics</p>	<ul style="list-style-type: none"> • Develop section-specific events to cater for the differing demographics (Young Juniors, Juniors, Seniors & Masters) • Develop and publish a Social Calendar prior to the Season starting • Book Key milestone events well in Advance – Presentation Night, Season Opening • Survey the membership on the type of events they would like to see • Make a financial donation to HV related initiatives (Women’s Round, Men’s Health Round) • Make an annual contribution to the Mentone RSL ANZAC Day Book program • Develop measures to record and assess the success of events • In conjunction with Communications, advertise and market events in a timely manner • Use a Real Estate Agent board to promote the Premier League Home Game schedule • Produce a photo gallery of all Premier League Players
<p>Targets</p>	<ul style="list-style-type: none"> • Raise funds for community charities the Club supports • Increase connectivity between people and sections so that everyone in the club knows everyone else in the club • Expand and enhance the existing buddy system