



La Trobe University
HOCKEY CLUB

2019 PLANNING DAY

NOVEMBER 2018

BACKGROUND

Running a club is hard. Running it well is even harder.

One contributing factor is a Committee made up entirely of volunteers, where there's frequent annual turnover. This makes it difficult to think strategically. We plan day-by-day, rather than year-by-year (or longer).

To address this, in November 2018 the Committee held a Planning Day. The focus was strategic, identifying what success would look like in 2019, the biggest challenges facing the Club and what opportunities we could exploit.

Here we capture the key themes and decisions, including:

- 2019 Objectives
- Key Challenges
- Projects to Roadmap

2019 OBJECTIVES

Next year we will win as a Committee if we achieve the following six objectives before November 2019. It is an ambitious list- but so are we. Ultimately these become tools for decision making – if a project or decision does not work toward at least one of these objectives then it is not worth doing.

#1 INCREASE MEMBERSHIP FROM 210 TO 250

This objective addresses 2018's decline in overall membership where we dropped a Men's and Masters 45s team. It also talks to our hunger for ongoing growth of our Juniors program to have a team available at every age level.

To achieve this we will develop a recruitment strategy – leveraging our relationship with the university and exploring other channels to bring non-students into the Club.

#2 FINISH, ON AVERAGE, IN THE TOP HALF OF THE LADDER

In 2018 our average team finished in the 64th percentile (equivalent to finishing 6.4th out of 10 competitors). Our objective for 2019 is to finish in the top half on average (50th percentile). Note this measure includes only winter grades and excludes Under 10s.

This highlights our need to establish coaches in teams that need them, retain training numbers throughout the season, remain focused on our off-field culture to retain talent, and create a culture of accountability for game day attendance.

#3 PROVIDE A \$25,000 CONTRIBUTION TO THE FOUNDATION

This objective talks to our focus on being profitable, identifying new fundraising opportunities and improving existing ones. It also talks to the importance of educating the Committee and broader Club about the purpose of the Foundation and providing greater transparency on their financials.

2019 OBJECTIVES

#4 25% ATTENDANCE AT THE AGM

In 2018 we had roughly 30 people attend the AGM or 14% of our membership.

This objective balances our mission for growth, on-field success and profitability with a need to retain a focus on our culture and accessibility. We will continue to create an environment where members feel welcome and ultimately invested in the Club's success. This will be achieved by raising the profile and recognition of volunteers, ensuring all teams have representation on the Committee and creating awareness about the importance of the AGM. (And moving the AGM back to a pub!)

#5 MEET ALL OBLIGATIONS WITH HOCKEY VICTORIA, LA TROBE UNIVERSITY AND CONSUMER AFFAIRS VICTORIA

This objective talks to good governance – running a tight ship meeting all requirements among our external stakeholders. This also highlights the need to educate all Committee members on what these requirements are and when they must be delivered. This also addresses key challenges of the past including recruiting or training accredited umpires.

#6 WIN LA TROBE UNIVERSITY'S CLUB OF YEAR AWARD

Our mission is to be recognised by the University as the most effective and successful sports club. To achieve this we must strengthen our relationship with students, build our profile on campus, engage in University Games and bring back Inter College Games.

The Committee discussed an alternative objective to have each member attend at least two social functions. This spoke to building a culture whereby all members could engage with the club by hosting a variety of events. However this sentiment is largely captured in other objectives (for example, if we want to be profitable we should cater more events for larger groups of people) and becomes challenging to measure. If it requires significant resource just to measure, it's not a good objective.

KEY CHALLENGES

Three areas of focus were identified as our priority to tackle in 2019. For each, a number of projects were identified as potential solutions to address these challenges. Each requires further consideration and should be reviewed in early 2019.

#1 INCREASING VOLUNTEER INVOLVEMENT

- Explore more extensive rostering system beyond BBQ (but cautious of implementing levies)
- Be clear in Member Pack on what a member's responsibilities are and what to expect
- Educate members on how and when they can help
- Create incentives for those who help
- Establish stronger programs for recognition

#2 GROW REVENUE FROM FUNDRAISING

- New merchandise, including options for Juniors
- Creating a Social Membership option
- Bring back the Reverse Raffle
- Develop plan for 2019 Grants
- Engage Juniors (BBQ and other fundraising initiatives)
- Explore Bunnings BBQ
- Brainstorm additional initiatives like the Gunners Gin

#3 ENSURE ALL MEMBERS FEEL WELCOME

- Expand MPIO role to include creating a welcoming environment and being supportive beyond grievance resolution
- Build awareness about the MPIO role (to be included in Member Pack)
- Run an annual survey (club wide) to assess member sentiment and source feedback
- Explore how Managers, Captains or potentially a new role can create a dialogue directly with all players

Four additional focuses were identified on the day, for which small teams can be assigned to solve in early 2019:

- Umpiring Participation, Recruitment & Training
- Member Recruitment (University)
- Member Recruitment (Non-University)
- Number of Coaches and Development/Quality

PROJECTS TO ROADMAP

Throughout the day a number of smaller projects were identified as opportunities for the club to deliver in 2019. Note these have not yet been explored or approved.

- Plan to recruit more LTU students
- New non-drinking focused events
- Volunteer & Umpire recognition
- Hockey Carnival / Pre Season Camp
- Facilitate teams to University Games
- Captain training and inductions
- BBQ day kit including instructions
- Member pack (for all members, each year)
- Positions Descriptions for each Committee role
- Review existing club policies to ensure alignment
- Social media policy for members
- Video content for social media
- Solution to have multiple bank accounts or access
- Succession plan for Juniors
- Master strategy for club (mission, values and positioning)
- Key contacts list (including captains and key holders)
- Merchandise ideas for Juniors
- Process/incentives for Captains to return equipment
- Fortnightly events after training with food
- Working bee and clubroom clean up in early 2019
- Solution for electronic payments and tablets, including tech bench
- Install safe in clubrooms
- Re-implement College Games
- Review and implement a digital app for managing team selection
- Lockable equipment cupboard and storage
- Revisit incentives for recruitment

These will be reviewed at each Committee meeting and prioritised based on impact, ease of implementation and resources available to deliver.



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