



La Trobe University
HOCKEY CLUB

STRATEGIC PLAN | 4/16



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INTRODUCTION

To say the past three years have been successful for the club is an understatement. Our Men's and Women's 1s have climbed from as low as State League 5 to being competitive in the equivalent of State League 2, our senior teams have grown from five to eleven and we have a junior's program that has the potential for growth right through to Under 16s.

There are two reasons for our success:

1. Social Culture
2. Accessibility

Social Culture

The club places great emphasis on the social side of hockey. It's why our Masters team have been and will be around for a long time. It's also why the 'Old Men' and the 'La Trobe Ladies' continue to go from strength to strength. And it's been a critical factor in our growth and competitive success in the last few years.

It hasn't been uncommon for us to recruit members who prefer to play with their mates at a lower grade at La Trobe rather than competing in PremierLeague at another club.

Through University Games, long-weekend trips to the Albury Easter Carnival and the rest of our social events, we attract and retain players.

Accessibility

We are an accessible club who will welcome players of all skill levels. Whether it's in a social team, or as of 2013 in the second highest level in Victoria, we offer hockey for all levels.

But it goes beyond just what grades we play. We are proud of things like our 'Girls and Women in Sport' and 'Fair Go! Sport' initiatives and our competitive fees. In 2013 one club charged more than \$700 to play in their Senior grade. A student with us paid only \$265.

It is for these two reasons that the club has been hugely successful over the past few years. As such, we will continue to focus on these key elements. They have proven to be successful, and they are what makes us unique and provides competitive advantage over other clubs.

As hockey in Victoria continues to change and clubs begin to invest heavily on the recruitment of international and 'professional' players and coaches, La Trobe must continue to build on its social culture, and while still offering competitive hockey, remain accessible for all.

Zac Martin

President 2010 - 2013

BACKGROUND



In 2012 Hockey Victoria declared all clubs competing in the highest levels of the sport must develop a Strategic Plan. And as the club continues to grow, both in membership and professionalism, the development of this plan becomes necessary to assist future Committees in planning for the coming years.

This document was initiated with a survey conducted in late 2012 of which more than 70 members participated. Using this information, along with input from key stakeholders including Board Members, Life Members and senior club members, the 2013 Board developed the first draft. This was presented back to the members for review and feedback, after which it was formally adopted by the 2013 Board on the 14th November 2013.

PURPOSE

A Strategic Plan is a guide to assist future Committees in decision-making.

It provides a long-term view and opinion on the direction of the club, and strategies that can be leveraged to achieve their goal. This is a three year Strategic Plan for the period of 2014 – 2016.

This document should be reviewed by each new Committee to develop tactics to be implemented to achieve this plan's objectives.



FIVE KEY PRIORITIES



MEMBERSHIP GROWTH

JUNIORS + MASTERS

COACHING & OFFICIALS

DEVELOPMENT

FACILITIES

IMPROVEMENT

COMPETITION

OPPORTUNITIES FOR
ALL SKILL LEVELS

ADMINISTRATION

PROFESSIONALISM + DIVERSITY

KEY PRIORITIES

MEMBERSHIP GROWTH

OBJECTIVE

By 2017, to have have:

- 80 Juniors involved in regular hockey (across HookIn2Hockey, Under 10s, Under 12s and Under 14s).
- 3 Masters teams (Women's 35s, Men's 35s and Men's 45s).
- Maintain at least 9 seniors teams (for grades see Page 11).

STRATEGIES

Growth of Juniors:

- Formal development and implementation of a structured Juniors Committee.
- Leverage the 'Development Officer' provided by Hockey Victoria for coaching and administration purposes.
- Investment in recruitment and retention of coaches (long-term contacts).
- Develop and resource programs to execute through local schools.
- Once a new team is 50% 'filled' (eg. 6 of the required 12 members), actively promote and recruit to complete the team.

MEMBERSHIP GROWTH CONTINUED ON NEXT PAGE.

KEY PRIORITIES

MEMBERSHIP GROWTH

STRATEGIES (continued)

Growth of Masters:

- Identify and create pathways for potential seniors to transition into Masters.
- Attract new players.
- Re-engage former senior members.
- Encourage women to participate in the Men's Masters grades to assist in the transition of a new Women's 35s team.

Growth Generally:

- Allocate resources to identify and attract new members.
- Ensure hockey remains 'fun' and 'cheap' across all levels (see Page 11).
- Explores opportunities for attracting females to the club across all levels.
- Leverage University Games for further recruitment opportunities.

KEY PRIORITIES

COACHING & OFFICIALS

OBJECTIVE

To have six coaches across the senior grades by 2016 (VicLeague, Reserves and Development).

STRATEGIES

- Develop formal roles for Head Coaches and Development Coaches.
- Greater investment in attracting and retaining coaches, particularly those in development roles.
- Identify and create pathways for individuals within the club through training opportunities and mentoring.
- Explore new opportunities for training times and venues to maximise resources available.
- Allocate resources to identify and attract new talent.
- Encourage members to become qualified umpires and offer support of experienced mentors.
- Encourage and remunerate long-term contracts (2 to 3 year periods).

KEY PRIORITIES

FACILITIES

OBJECTIVE

Prioritise the improvement of existing facilities, with consideration that the 'Grounds on Campus' relocation is unlikely to occur before 2017.

STRATEGIES

- Develop and prioritise exhaustive list of improvements to both grounds and facilities.
- Dedicate resources and reasonable budget to facility maintenance and improvement.
- Explore opportunities from government, grants, La Trobe University and local council to provide funding and resources.
- Continue to champion the 'Grounds on Campus' proposal for 2017-2019.

KEY PRIORITIES

COMPETITION

OBJECTIVE

By 2017, to:

- Finish in the Top 4 in VicLeague I for both Women and Men.
- Introduce Pennant teams in both Women and Men.
- Maintain accessibility through social and 'entry-level' hockey competition.

STRATEGIES

- Membership growth (see page 7).
- Coaching development (see page 9).
- Limit expenses that result in fee increases where possible.
- Dedicate additional resources to social functions and events suitable for all members, designed to encourage greater club and team loyalty.
- Explore strategic alliances with regional hockey associations for players relocating to Melbourne.
- Continue to enter grades of hockey suitable for members new to the sport with pathways to develop.

KEY PRIORITIES

ADMINISTRATION

OBJECTIVES

- To take the current administration to the next level regarding professionalism, diversity and breadth of volunteers.
- Remain profitable each season to contribute to the La Trobe University Hockey Club Foundation.

STRATEGIES

- Formally define structure, roles and responsibilities of the Administration.
- Identify and create pathways for individuals within the club suitable for roles on the Board through 'smaller' role trials and mentoring.
- Annually review structure, positions and responsibilities and adjust as the needs of the club change.
- Develop minimum and transparent reporting requirements for each role.
- Develop processes and systems for succession planning.
- Explore technology to reduce workload or increase effectiveness of roles.
- Continue to recognise volunteers for outstanding and long-term commitment to the club.
- Identify opportunities to strengthen relationships with key stakeholders, including Hockey Victoria, La Trobe University, La Trobe Sports Centre, Darebin City Council and others.
- Develop Sponsorship Package and documentation to pursue new potential sponsors.
- Review this Strategic Plan every six months and establish a tactical Road Map of roles and responsibilities designed to achieve the objectives outlined in this document.



La Trobe University
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