

MENTONE HOCKEY CLUB
STRATEGIC PLAN
2021-2026



MISSION STATEMENT

To be an inclusive State Premier League Hockey Club leading sporting values and development. One club supporting hockey success, sporting participation and performance across all ages, genders and cultures in the South East region. We strive to create a welcoming family club that provides the environment for hockey excellence through player development, measuring its success through participation and achievement at all levels of capability.



HISTORY



Located in Melbourne's South East Sandbelt, Mentone Hockey Club is home to almost 500 members. The merging of Mordialloc Women's Club (Est 1957) and Old Mentonian's Hockey Club (Est 1976) in 1993 saw the formation of Mentone Hockey Club as we know it today. In April 2017 a new synthetic pitch was completed located at the Mentone Grammar School's Keysborough Playing Fields. This new hybrid surface replaced the pitch formerly known as 'The Sandpit' (our first synthetic surface from 2001). With player dugouts, electronic scoreboard and a technical official's bench added, the facility continues to step in the right direction to meet the needs of the future.

In 2019, Mentone Hockey Club consisted of over 37 teams of all abilities and ages from minkies to masters. We have a very successful Hook-into-Hockey Program attracting many junior players from the local community through school roadshows. The club seeks to position itself to offer Premier League opportunities for both the Men's and Women's sections.

ABOUT US



As a not for profit club, on private land, without direct council support, Mentone has overcome many challenges as we find innovative ways to fund projects, support players and ultimately ensure growth and sustainability. We rely on significant support from players, volunteers, club sponsors, as well as State and Federal grants in order to achieve our vision. The club is debt free and when considered in conjunction with the support of the Mentone Hockey Centre represents a solid financial position.

We see our junior members as a key part of our success in the future and recognise the talent of many of our players playing in both state and national teams.

Mentone Hockey Club is indebted to have many of its members and supporters who give time and commitment to the operation of the club. As we look to the future and ultimately in the carrying out of this plan, we have great confidence that our members will continue to dedicate time and effort to make this plan succeed.

FROM THE COMMITTEE

The Five Year Strategic Plan has been developed by the Mentone Hockey Club Committee along with consultation of our members. We recognise that whilst there are and always will be individual motivations within the club there is a need to share common goals.

The Committee is pleased to present Mentone Hockey Club's five year plan that will give focus to the vision of the club from 2021 to 2026. Our strategy is underpinned by five key areas which will provide the framework to deliver our objectives.



PLAN
OVERVIEW

ONE CLUB, OUR CLUB

Objective Areas

Engagement
and Support

Promote an
inclusive
and
engaging
club for all

Development
of People

Provide
resources
for people
to reach
their full
potential

Development
of Brand

Strengthen
club
culture,
facilities
and image

Community
Interaction

Uphold a
strong and
well-
respected
place in
both the
local and
hockey
community

Finance and
Governance

Ensure a
financially
sustainable
well-
governed
club

Strategic Goals

Values

Supportive Progressive Ethical Competitive Professional

Vision

One club promoting inclusiveness to engage, inspire, guide and develop every player to greatness

Engagement And Support

Focus	Aim	Target
Player numbers and retention	Attract players (new and former) to hockey of all skills, abilities and ages	<p>Develop incentives to make a return to hockey more accessible (including financial cost)</p> <p>Develop a past-player database</p>
Increase volunteering numbers	<p>Promote events and educate members of a reciprocal responsibility to develop, run and manage club</p> <p>Ensure the appreciation of non-playing related activities is recognised</p>	<p>Hold a regular RSA Course and maintain a register. Ensure that a sufficient number of members are RSA trained in order to serve alcohol in the canteen</p> <p>Social media pictures and public thanks for participation in volunteering events</p> <p>Ensure leadership groups, captains and coaches push for people to become involved as volunteers</p> <p>Acknowledge key volunteers in AGM report and continue run the volunteer raffle</p> <p>Create a 'jobs chart' so that members are aware of all of the club roles and the current people in those roles</p> <p>Create a 'job description' for key roles such as team manager, technical official</p>

Engagement And Support

Focus	Aim	Target
Social interaction across the club as a whole	<p>Provide a setting for members to socialise</p> <p>Organise events available to all and throughout the whole year</p>	<p>Ensure that canteen is rostered, open and well stocked for home games with BBQ to be utilised on regular occasions</p> <p>Social committee to ensure a schedule of events during the year, plenty of advanced notice to be given</p>
Engagement of members including the families of junior players	<p>Add junior specific events to the calendar</p> <p>Provide improved supporter facilities and communication for parents</p>	<p>At least one additional junior event to be organised per year</p> <p>Member skills audit. Amend registration document to capture professions and general interest in helping MHC in some way</p>

Development of People

Focus	Aim	Target
Inclusiveness - club to provide setting and opportunities to develop people and skills	<p>Advertise Hockey Victoria courses and encourage participation</p> <p>Ensure members are aware of the opportunities available to them</p> <p>Hookin2Hockey to attract juniors from multiple areas to the club</p>	<p>Explore options for an increased number of training opportunities for junior members</p> <p>Continue to promote and run Hookin2Hockey. Ensure senior members actively help in the running of the program</p>
Player retention and development of players	<p>Create a roadmap for the career of a hockey player including transition into masters</p> <p>Specific junior development pathway into senior teams</p> <p>Develop policies and procedures to recruit, train and retain members</p>	<p>A development officer required to scout and report on player ability to coaches</p> <p>Retention of key players to enhance foundations of other teams</p> <p>Regular discussion of any issues related to juniors playing or about to play senior hockey. Identify potential barriers for juniors to play seniors</p> <p>Identify and create leadership opportunities for junior players</p>

Development of People

Focus	Aim	Target
Specialised coaching	Goalkeeper coaching Specialised skill sessions	Develop a regular schedule of skill sessions to be run by both players and coaches. Temporary international players to organise and run skills sessions Employ the services of a qualified goalkeeper coach to provide training to all sections (including junior goalkeepers)
Coaching/Umpiring qualifications	Ensure that all coaches hold or are working towards a Hockey Victoria recognised coaching qualification Facilitate appropriate programs for umpires, coaches and technical officials Encourage coaching/umpiring/technical accreditation	Yearly review of coaches assessed against results and player feedback Utilise members in the club with specific qualifications to teach others Recognise members for achieving a qualification on our information channels

Development of Brand

Focus	Aim	Target
To achieve and maintain Premier League status for both Men and Women	Ensure the Women's section has the depth to remain in the top competition and provide the Men's section with the tools required to achieve promotion	<p>Ensure the top two teams from both sections have high level coaching. 1-2 import players per year for first teams</p> <p>Ensure that we voice strategic views when asked for Hockey Victoria feedback with regards to leagues and promotion</p>
Uniform update across whole club	A new uniform to be developed and rolled out across the club updating our image and promoting our unified, 'one club' approach	Uniform committee to design a new uniform and carry out a plan of implementation. Final design to be presented end of season 2021. Uniform rollout to begin at start of season 2022
Strengthen culture and support with a unified approach across all sections	Re-develop the 'buddy' system, engaging with our juniors	Create a 'Buddy Coordinator' role. First and second team from each section to be responsible for ensuring a buddy system is in place and regular requirement to support, give advice to and train buddy

Development of Brand

Focus	Aim	Target
Develop site facilities to reflect a Premier League club	<p>Improve change room and WC facilities</p> <p>Access to pitch time</p> <p>Use a real estate agent board to promote home game schedule</p>	<p>Develop and build short term improvements to facilities while long term projects are being planned for the site</p> <p>Pursue opportunities for additional training facilities to cater for growing numbers and demand</p> <p>Approach a real estate agent in order to secure advertisement board</p>
Improve supporter facilities	<p>Shelter and canteen upgrades</p> <p>Review and update the range of supporter wear available for sale</p>	<p>Uniform committee to design and make available new supporter uniform</p> <p>Canteen and shelter to be available at all home matches</p> <p>Committee to look at a temporary building to improve supporter comfort</p>

Community Interaction

Focus	Aim	Target
Website improvements	<p>Ensure the website is relevant, updated and modern</p> <p>Ensure compatibility on a wide variety of devices</p>	<p>Member with website editing experience to edit and fix issues with the website</p> <p>Review the relevance of the website and redefine the purpose we have for it (including its content)</p>
Clear two-way communication lines including an avenue for member's feedback	<p>Provide a clear system where members and supporters can provide feedback without prejudice</p> <p>Single email platform integrated with club database</p>	<p>Develop an online form for feedback</p> <p>Explore the use of a single email system and ensure that every member is on the database</p>
Active presence on social media	Relevant and timely social media updates	<p>Communications coordinator to be responsible for collecting and publishing data in a timely manner within our guidelines</p> <p>Review and update our social media policy</p> <p>Recognise player achievements (in particular State and National selection)</p>

Community Interaction

Focus	Aim	Target
Promote club within the community	<p>Take part in roadshows, school events and other key community events in order to promote the club</p> <p>Articles in newspapers/newsletters/sponsor's websites</p> <p>Support initiatives related to Hockey Victoria (Women's Round, Men's Health Round, Fair Go Sport)</p>	<p>Annual review of the events that have been attended. Analysis of good/bad points</p> <p>Actively look for events that the club can be a part of</p> <p>Distribute information for media sources monthly</p>
Respond to restrictions and changes	Be responsive in adhering to Government, Hockey Victoria and school guidelines	Committee to keep up to date with Hockey Victoria and Government guidelines, ensure that all relevant parties are notified and compliant

Finance and Governance

Focus	Aim	Target
Meet and exceed league entry criteria	Assessment to ensure we continue to meet criteria	Annual gap analysis and proactive recruitment of positions where gaps are noticed
Strong committee made up of members from across multiple sections	<p>Attract people to participate in the running of the club. Advertise roles and responsibilities for committee positions</p> <p>Manage the Club with integrity, leadership and good judgement in a transparent and accountable manner</p>	<p>Develop a succession plan for key roles. Be proactive not reactive with regards to vacancy filling</p> <p>Approach potential contributors</p>
Financial sustainability	<p>External audit of annual accounts</p> <p>Apply for grants and funding</p>	Continue to apply for all applicable grants and ensure that information is recorded with regards to success/failure of the application
Maintenance of facilities	<p>Liaise with relevant parties to ensure that maintenance work is carried out in a timely manner to ensure the facility remains safe and of a high standard</p> <p>Working bees to be scheduled</p>	A minimum of 1 working bee per year to be carried out

Finance and Governance

Focus	Aim	Target
Club governance	<p>Outline key roles and responsibilities</p> <p>Present a report on the current status of the Strategic Plan at each AGM</p> <p>Child-safe regulations</p>	<p>Review and expand the range of roles within the club and update the list on the website</p> <p>Create a position description for all committee roles</p> <p>Noting that the strategic plan is a working document, it must be regularly updated and referenced. Minimum of one review per year</p> <p>Ensure an updated register of Working With Children checks</p> <p>Meet all Child-safe standards requirements and protocols</p>
Non fee income (sponsorship and volunteer activities)	Increase sponsorship	<p>Sponsorship contributions to be increased by 10% annually</p> <p>‘Sponsor shirt’ initiative to be continued</p> <p>Update of advertisement boards within the pitch boundary</p>

MENTONE HOCKEY CLUB

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