

ESSENDON HOCKEY

Strategic Plan 2023-2027



Vision

To be a leading hockey community recognised for providing the opportunity for all to develop as hockey players and individuals in an environment that is safe, welcoming and professional.

Mission

Through the provision of quality programs and the input of confident contributors, Essendon Hockey successfully provides an enjoyable hockey environment for our members, guests and surrounding community.

Our Values

- Unity: We are inclusive and work as a team with our members and community partners.
- Integrity: We believe that how we operate as a club is as important as the work we do and the way we play.
- Excellence: We are committed to achieving our goals and constant improvement.
- Hospitality: We are a welcoming, inclusive community where our members feel comfortable and able to contribute and participate.
- People: We are community-orientated and believe our members are our greatest asset in contributing to a culture of collaboration and growth.

Essendon Hockey Structure

Background

In 2017 Essendon Hockey Club (EHC - men), Essendon Ladies Hockey Club (ELHC) and Essendon Hockey Management (EHM - Facilities) legal entities amalgamated into one body, Essendon Hockey (EH) Inc.

The structural change was required to advance the development of our club by

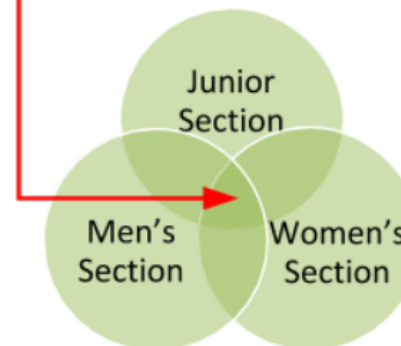
- providing a legal entity to enable juniors to play without the need for transfers between EHC & ELHC and female players needing to be members of both clubs. A structure was established
- Ensuring EH complies and continues to comply with Hockey Victoria's League Entry Criteria (LEC) which sets out facility & financial requirements, junior numbers, and a range of umpire and coach development requirements. As two separate clubs neither EHC nor ELHC could meet all the requirements as they stood in 2017

In order to bring together the clubs a Steering Committee was formed with representatives from the EHC, ELHC & EHM Committees. The Steering Committee's task was to look at compliance, processes and policies and steps required to amalgamate. Upon all 3 entities' Annual General Meeting (AGM) accepting a motion to amalgamate in 2016 Essendon Hockey Incorporated was formed with a new Board (made up of mostly all the Steering Committee members). This new entity established 3 sections, Juniors, Men & Women, each with their own Committee for on-field operations

The purpose of the **EHInc Board** is to focus on the key club strategic intersect points which is primarily asset management and corporate governance.

While individual sections are responsible for the daily management of their members, competitions, training, coaching and all section operational matters.

Each section elects their own committees at separate AGM's.



2023 Improvements

In January 2023 the club saw another large change to its structure. The 2022 Board found that the 3 Sections were operating very separately from each other. Communication between the Sections and the Board was poor and this separation was confusing for members, with difficulty in communication to members and complexity in compliance & decision-making due to the 4 different groups.

The changes adopted in 2023 saw the Board renamed to the Executive Committee (EC) a name and with roles more aligned with Consumer Affairs Victoria Model Rules, increased the number of members of the EC to ensure representation from all playing groups and reduced the duplication of roles (for example there were 4 Treasurers - men, women, juniors & board). The formal Sections of Men's, Women's and juniors were removed. A number of subcommittees and volunteers who do not sit on the Executive Committee were proposed following a review during 2022 by the Executive Committee which included a review of what was working and not at other hockey clubs, seeking independent views and best practices. The new main subcommittees are Game Day (President, 3 Vice Presidents and other volunteers & appointed coaches, umpires etc.), Operations (largely facilities, canteen, equipment, uniforms etc.) and Relationships (with members, Hockey Victoria, Essendon Football Club etc)

The appointment of Board members in the original 2017 structure was complex and difficult for members to understand. The new EC roles were all through an election at an AGM where all members could have the ability to stand for election and vote for all their EC representatives. We see this change as increasing representation and opportunity for our members in the running of the club

A large number of changes to the 2017 Constitution were made.

The overarching motive for these Structural changes was to bring the club closer together, to enable us to continue to be a strong club, and to reduce the administrative burden of our Executive Committee so they can use their volunteer time more effectively, providing an enhanced ability to be more effective in pursuing the strategy of the club and providing for members.

The amalgamation of our club has meant many processes, roles and responsibilities, and other documents Essendon Hockey has had to create 'from scratch', we have also two club cultures that have 'done things their way' for decades. We are conscious of culture but also we need to bring us closer together to be a force as one.

2023 - 2027 Strategic Focus

	Strategic Priority	We commit to...	Our Actions....
Structure: Our structures support Essendon Hockey's mission and vision.	To build on the 2017 amalgamation and establish a “one club” culture.	<p><i>Respect the history that has come before the amalgamated Essendon Hockey.</i></p> <p><i>Create a new ‘one club’ culture through joining together, issuing more ‘whole of club’ communication, decision-making and operations</i></p> <p><i>Moving to a shared process, taking the best of each club/Section as well as seeking outside & independent advice to be the best we can be</i></p>	<p>Make Structural Changes as part of the 2022 Review by the Executive Committee</p> <p>Removal of formal Sections with separate decision-making powers & processes to establish an Essendon way.</p> <p>Move to one set of Club Awards, keeping important history but also recognise we are one club and our Awards need to reflect that</p> <p>Honour life members and past committee members through invitation to key events and formal acknowledgement.</p> <p>Look to external resources including Good Sports, ClubMap, Consumer Affairs and other resources as well as educated persons who can assist in improving our club both structurally and through improved processes and projects.</p>
	To refine and further develop internal and external communication to reflect Essendon Hockey as a	<p><i>Present Essendon Hockey as one united club</i></p> <p><i>Establish an online profile for Essendon Hockey that features ‘one club’, and is</i></p>	<p>Use of the name “Essendon Hockey” in all communications</p> <p>Continue to produce club wide communications.</p>

	single body.	<i>professional and respectful.</i>	
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			<p>Produce quality and consistent social media communication that shows a balance of playing group representation and supports HV initiatives.</p> <p>Apply quality control for all social media posts. Ensure appropriate management of club social media;</p> <ul style="list-style-type: none"> • external-facing social media sites of Facebook & Instagram • Use only Team App for internal news & messages to members.
	To further develop our administration quality and efficiency.	<i>Apply effective governance and management practices consistent with the Essendon Hockey Inc constitution, Hockey Victoria LEC Requirements, Consumer Affairs Victoria, Aust Taxation requirements and all other areas of compliance</i>	<p>Establish portfolios of management and empower people in those roles.</p> <p>Audit the Executive Committee to ensure breadth in skill sets and expertise.</p> <p>Refine & document our Executive Committee practices to maximise operational efficiency.</p> <p>Ensure all roles on the Executive Committee have clearly defined Position Descriptions. Executive Committee members must adhere to the EC Attributes</p>

			Establish clear handover requirements expected of Executive Committee Members
	Build expertise in Club Administration	<i>Introduce succession plans, training programs, talent & leadership identification and increase awareness of the compliance requirements of the Executive Committee to ensure we have skilled administrators who can make informed decisions and manage the administration of the club into the future</i>	<p>Continue to document processes, roles & responsibilities, enable a fostering of people to learn about the requirements of Committees and identify people with the skills & attributes to best represent our club</p> <p>Continue to improve the Governance of the club by providing training to Committee members and other volunteers</p> <p>Relaunch the 'By Laws' as 'Club Regulations' and bring all policies of our club together in one place. Remove duplication in policies, and the Constitution so there is improved clarity for members</p>
	Strategic Plan	<i>The Executive Committee will review this Strategic Plan annually and make any required changes. While the direction of the club is not expected to shift dramatically between years we see this document as a living document</i>	Review the appropriateness of the Strategic Plan annually. Issue a new version as required should the Executive Committee see a need to do so. The date range of the Plan should also be reviewed annually

Success: Individual, team and club success that aligns with our Mission and Vision.	To foster a culture that facilitates individuals reaching their full potential in both on and off field and contribution.	<i>Maximise the development of players, coaches and officials.</i> <i>Enable participation at club, regional, state, national and international level.</i> <i>Maximise the number of teams playing finals.</i>	Maintain team entries that are fair, and inclusive and cater for the needs of all members of the club, from beginner to high performance. Focus on equity of training space and time across all teams and sections. Quality coaching process in place.
	To provide an Elite pathway for our Juniors	<i>Establish a new annual junior talent program to coach our juniors and enable an elite pathway through to Premier League Reserves / Premier League in 2023/2024</i>	Establish a Junior Development Program with an Elite hockey person to coach the identified talented juniors at U12-U16 level to provide a pathway for their transition to senior hockey at an Elite level
	To provide an improved experience for our Juniors through a Coach the Coach program	<i>In 2024 establish with the Elite Hockey person a new program to Coach our Junior Coaches (in particular) so the reach of strong hockey coaching is maximised at Essendon</i>	Establish a Coach the Coach program, drawing on the expertise we have in house at Essendon (our Dual Olympic Gold Medalist plus multiple Australian National Representatives & other experts) to increase the reach of the excellent coaching to more and more players. Commencing with our Junior Coaches

	<p>An improved experience for all players at Essendon</p>	<p>Take a stepped improvement in the Coach offering across the whole club through the appointment of our Club Coach Developer</p> <p>Establish improved contracts and expectations of our coaches, improve succession plans and expand the use of 'assistant' coaches to enable development</p> <p>Introduce Coach position advertising with a genuine 'why coach at Essendon' approach to attract the best Coaches we can at Essendon and motivate people to consider coaching hockey</p> <p>Continue to develop umpires & officials at Essendon. Maximise the Club Umpire Developer to establish improved umpire programs & initiatives at Essendon</p>	<p>Attract and develop coaching staff to meet whole club needs.</p> <p>A transparent selection policy is in place that ensures players are selected on merit.</p> <p>Support of representative players at Victorian and National levels.</p> <p>Promote Hockey Education opportunities to our members.</p> <p>Increase Hockey Education qualifications across the club to invest in our members.</p> <p>Create an environment that encourages feedback. Establish member surveys for feedback purposes. Collate feedback and add to a register of potential improvement opportunities</p>
	<p>To remain community-minded and foster partnerships with key stakeholders.</p>	<p><i>Demonstrate that we are community-minded.</i></p> <p><i>Work effectively with partnership organisations and embrace opportunities to engage with further organisations.</i></p>	<p>Build on the rapport established with MVCC and ensure continuity in our communication. Partner with MVCC on projects to improve Essendon Hockey</p> <p>Continue to work with local schools who seek our support.</p> <p>Support Hockey Victoria community-focused initiatives.</p> <p>Work closely with Essendon Football</p>

			Club Community of Affiliated Clubs to promote the Hockey Club and drive improvement initiatives through their sponsorship model
	To develop a vibrant, welcoming club where our members feel connected and their contributions celebrated.	<i>Celebrate volunteers and build a culture where our members appreciate that it is through input you get more out of your club experience.</i> <i>Create an environment where members value the Essendon Hockey culture that is holistic and supportive.</i>	Thank volunteers appropriately. Provide appropriate induction and ongoing support of volunteers new to a role. Highlight successes to the whole club via social media. Embed a positive social environment with cohesion across all playing groups and levels. Provide timely and clear communication to new members. Facilitate interaction between our Premier League squads and pennant/metro teams.

Sustainability : Essendon Hockey is a future-focused organisation with sustainable practices.	To maintain a “first class” facility that meets the needs of our members, the Premier League competition and tournament hosting requirements.	<i>Provide quality facilities to support participation for all abilities.</i>	<p>Develop and follow a pitch replacement strategic plan for both fields which includes a maintenance program</p> <p>Build on the current relationship with MVCC as a supporter of hockey in Moonee Valley.</p> <p>Look for grants to improve social rooms / external environment</p> <p>Maintain connection with EFCSC who provide capital grants</p>
	To provide resources for the Essendon Hockey community through financially sound management.	<i>Develop EHInc's financial management policy and processes to ensure a secure and sustainable financial base.</i>	<p>Establish a Finance Subcommittee that discusses financing, grants, and loans and provides guidance to the Executive Committee</p> <p>Maintain and grow alternate funding sources:</p> <ul style="list-style-type: none"> - Increase sponsorship through promotion of the club. - Look at signage at grounds, online promotion and other ways to provide potential sponsors with a real opportunity to receive advising space and return on their investment - Re-establish player sponsorships - Re-establish the Essendon Business Register

			<ul style="list-style-type: none">-Apply to host events and carnivals- Improve our facilities to enable usage by other groups and enable a revenue stream- grants. <p>Review the Essendon Hockey Inc Financial Management Policy.</p>
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			<p>Set appropriate fee rates- Balance between managing the cost of teams competing in HV competition and competitive/affordable fees for members.</p>
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	<p>To promote membership growth across all playing groups</p>	<p><i>Create a climate where hockey is enjoyable and we retain members while attracting new members.</i></p> <p><i>Focus on the recruitment of new members, in particular junior members.</i></p>	<p>Engage with Hockey Victoria to work in partnership to increase membership.</p> <p>Respond promptly and enthusiastically to new membership enquiries.</p> <p>Consciously reach out to past players / inactive members inviting them to return.</p> <p>Support whole family involvement at Essendon Hockey.</p> <p>Follow up with non-returning players to seek feedback.</p> <p>Maintain masters, summer, indoor, midweek and metro competitions alongside our Premier League and Pennant teams.</p> <p>Consciously invite and support junior players to transition to playing senior hockey. Maintain quality junior introduction and development programs.</p> <p>Analyse junior recruitment program data to seek best practices for attracting children to hockey and to meet LEC criteria.</p>
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			<p>Maintain and develop links with identified community groups and schools.</p> <p>Continue to promote girls' teams as per HV objectives; establish girls-only team options at both shield and pennant or district level in all age groups.</p>
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Version Control:

Version Name	Version No	Date	Summary
EH Strategic Plan 2023-2027	1.1	September 2023	Revision and update of earlier club Strategic Plan to reflect the changing environment of our club, Hockey Victoria and other factors.