



Strategic Business Plan

2017 – 2020

www.greensboroughhockeyclub.com.au



Contents

1. Executive Summary	4
2. Our Vision	5
3. Mission Statement	6
4. Our Values	7
5. Critical Success Factors.....	8
5.1. Links to the Local Community	9
5.2. Northern District Hockey League	11
5.3. Culture and Good Sportsmanship	12
5.4. Our Facilities	13
5.4.1. Existing Playing Facilities	13
5.4.2. The Club Rooms.....	14
5.5. Coaching	14
5.6. Participation	15
5.6.1. Players	15
5.6.2. Sponsors	16
5.6.3. Volunteers	16
5.7. Club Image	17
5.8. Umpiring and Officiating	18



6.	Action Plans.....	19
6.1.	Action Plan 1 - Links to the Local Community	19
6.2.	Action Plan 2 - Northern District Hockey League	20
6.3.	Action Plan 3 - Culture and Good Sportsmanship	21
6.4.	Action Plan 4 - Our Facilities.....	22
6.5.	Action Plan 5 - Coaching	23
6.6.	Action Plan 6 - Participation	24
6.7.	Action Plan 7 - Club Image.....	25
6.8.	Action Plan 8 - Umpiring and Officiating	26

1. Executive Summary

The Greensborough Hockey Club has been very successful in the establishment of a leading hockey club in the North-Eastern region of Melbourne for more than 50 years. The club is now looking to become an even more significant community contributor and this strategic plan is founded on that vision.

The primary focus of this Strategic Plan is to:

- Capitalise and build on the club's long term and sustained success, and
- Further develop the scope and capability of the club to provide more focus on player development and integration into the North-Eastern community working with schools and community groups. This objective is designed to
 - Grow the membership of the Club, and
 - Provide the financial stability and wherewithal for the Club to continue to grow over the years ahead, as we encourage more and more people in the area to take on the wonderful sport of hockey.

As a not-for-profit sporting club, we face many challenges as we find innovative ways to fund projects, which are essential to achieve these objectives of growth of the Club. We require significant support of players and supporters, local and state government, Hockey Victoria and sponsors to achieve our vision.

Greensborough players and supporters are passionate about their Club and hockey, and the Committee will work closely with all members and the local community to ensure our Club develops and provides more diversity of appeal and experience to members and the broader community.

The club has been very fortunate to have so many members give their time and commitment to the operation of the club, the development of its players, the establishment of two synthetic playing fields, a club house and a marvellous record on field. The club has had strong leaders, strict governance and financial responsibility. All of which have enabled these achievements and set the platform for the future. To succeed and implement this business plan the club will continue to rely on the members to give generously of their commitment and time. We have great confidence that we can build on the past efforts to secure the future of the club and become an even better organisation with improved links into the community.

2. Our Vision

GHC

to be recognised as a *benchmark*, both on and off the playing field,
by which other clubs in the Victorian hockey community
measure and judge themselves.

3. Mission Statement

GHC

will strive to create a hockey club *supporting the North-Eastern region of Melbourne* that is inclusive, provides the opportunity and environment for hockey excellence through player development, and measures its success through achievement at all levels of capability.

4. Our Values

In pursuit of its Vision, the Greensborough Hockey Club will always be:

- Ethical, objective and fair
- Pro-active and progressive
- Credible and professional
- Flexible to changes in the external environment
- Open to new and different ideas
- Consultative and inclusive
- Focussed and financially responsible

5. Critical Success Factors

- Develop and maintain strong links to the local community, and in particular, Primary and Secondary schools in the area, with a strong focus on enhancing the profile of hockey in the community, and access to opportunities for players of all abilities.
- Develop the Northern District Hockey League to establish 8 clubs in the North-Eastern corridor of Melbourne, each with an independent committee and structure. The NDHL will have over 400 members in Under 8 and Under 10 leagues playing their matches at locations throughout the North-Eastern district.
- Maintain a culture that values good sportsmanship, respect for all, fair play, teamwork, and a strong desire to always do your best, both on and off the pitch, and an environment which recognises and rewards participation, ability, commitment and performance.
- Provide state-of-the-art playing, hockey development, training and social facilities.
- Provide top quality coaching at all levels, with minimum coaching certification to NCAS Level 1.
- Encourage and develop strong player participation and representation in the development, management and operation of the club, and maintain a strong supporter network, through its volunteers and sponsors.
- Maintain a professional image of the club, through its players, supporters and officials.
- Promote and encourage players and non-players to get involved with umpiring and officiating through the provision of development programs and recognition of achievement.

These success factors are explained in more detail below.

5.1. Links to the Local Community

Develop and maintain strong links to the local community, and in particular, the primary and secondary schools in the area, with a strong focus on enhancing the profile of hockey in the community, and access to opportunities for players of all abilities.

At the Greensborough Hockey Club, we will work with the State and Local Government, Hockey Victoria and community organisations to foster the spirit of participation in our Sport. Hockey at the Greensborough Hockey Club provides a unique community opportunity with women and men from a young age to Veterans to participate within the one organisation. As an Olympic and Commonwealth Games sport the club has had representation at this level in both the Men's and Women's and the club has a proud tradition of player development to this level.

Entry to the sport has traditionally been at the Junior level and the club will take this to a new level over the next five years. To achieve this we will work with Hockey Victoria and the local Primary Schools to develop the Hookin2Hockey program as a feeder to the Northern District Hockey League. The club will target schools in the quickly developing regions of Whittlesea and Nillumbik.

The club will work with Hockey Victoria to broaden its entry opportunities to schools and community groups. As a world game, hockey can appeal to recently arrived migrants from countries such as India, Sri Lanka and many others. The club will work with Governments and the community to provide access to the sport for these groups. The club will also introduce a summer six a side program to provide recreational access for adults into the sport.

The club is keen to develop entry level opportunities at the community hockey level. This is defined as providing hockey playing opportunities for people that are primarily interested in participation for fitness, well-being and social reasons. At the Junior level this is an essential part of the development of young people. They have the opportunity to learn about working as a team for collective success and for providing focus and purpose in life. For newly arrived migrants there are similar benefits as well as the opportunity to integrate into a broader community. For adults there are also many benefits.

Presently the sport is very competitively focussed with promotion and relegation the objective of clubs and Hockey Victoria. At Greensborough we want to make hockey more accessible at the community level and to host local competition at times and venues more accessible to the broader communities referred to above.



Hockey Victoria support these objectives and has introduced changes to support these objectives. Greensborough values this support and will work with HV to promote the changes required to support the introduction of community hockey. Our objective through this business plan period, is to grow the number of junior teams in community hockey from 8 to 16. We want to grow our overall club teams from 30 to 40 in the period with all of the growth at the community level.

A key opportunity within the goals to grow the community hockey is to reach out to newly arrived migrants and people with disabilities. The club will seek advice on how to achieve these community objectives and willingly participate in any program opportunities that are made available. In the interim we will continue to provide support for children with learning and physical disability and welcome newly arrived migrants to the club.

The Club recognizes it has a facility with the potential to be a great community asset and to that extent the club has been working with local government and other community groups since 2015 to increase patronage and make the venue a multi-purpose facility.

At present almost 50% of facility usage is from outside the Hockey club from the following groups:

- Hockey Victoria – Event hosting
- School Sports Victoria – Event hosting and State team training venue
- Northern District Hockey – Social mixed competition for players of all abilities
- Local Schools – Loyola College, Ivanhoe Grammar School - Mernda, Plenty Valley Christian College
- DOC Football Academy – Soccer programs and holiday camps for children including those with special needs
- Diamond Creek Soccer Club – Training venue

Our location is very accessible to Northern and Eastern Victoria and our two-ground facility provides the opportunity for carnivals and championships. Event hosting is also an opportunity to showcase the Hockey centre and provides revenue opportunities to meet loan repayments on facility and amenity upgrades.

5.2. Northern District Hockey League

Develop the Northern District Hockey League to establish 8 clubs in the North-Eastern corridor of Melbourne, each with an independent committee and structure. The NDHL will have over 300 members in Under 8 and Under 10 leagues playing their matches at locations throughout the North-Eastern district.

The Northern District Hockey League was established in 2014. The league was a joint venture between Hockey Victoria and the Greensborough Hockey Club and the governing body of the NDHL has representation from both organisations.

The League established 4 notional clubs. Eltham, Diamond Creek, Laurimar and South Morang. The players were recruited through a hookin2hockey process conducted in Primary Schools by Hockey Victoria and a pathway was established to the NDHL. Players under 10 years of age were allocated to clubs based on their geographical location and two competitions were conducted. At the Under 8 level GHC donated a cup named after Glenn Simpson and at the U10 level named after Rachael Lynch. Both players have represented Australia in recent years and both began their careers with the club at this level.

The program was conducted in Terms 2 & 3 and grew to 81 participants. The program was recognized by Hockey Victoria and Greensborough were awarded the 2014 hookin2hockey club of the Year Award at the HV Awards Night. Hockey Australia also recognized the club in their Annual Review.

Through the period of the business plan we propose to grow the NDHL to 320 participants by:

- Establish a committee for each of the four clubs
- Reaching agreement with four schools to conduct training sessions after school
- Conduct a home and away competition

5.3. Culture and Good Sportsmanship

Maintain a culture that values good sportsmanship, respect for all, fair play, teamwork, and a strong desire to always do your best, both on and off the pitch, and an environment which recognises and rewards participation, ability, commitment and performance.

The Greensborough Hockey Club recognises that to achieve its community and participation objective the club needs to further develop a culture of inclusion and respect for all. This will require leadership at all levels and demonstration of our commitment through our behaviours and actions.

The board will promote the emphasis on inclusion and respect for all through the following actions:

- Publication of the business plan on the Club's website.
- Promotion of these ethics in our player and spectator conduct of behaviour standards
- Promotion of a self-regulatory system that recognizes inclusive and respectful behaviours
- Establish a Member Protections and Information role who will promote inclusion and respect within the club.

The club will promote

- Good sportsmanship and fair play
- Respect and support for officials
- Respect for our opponents and their clubs
- Respect for all members of the club

Discrimination, harassment, bullying and alienation are contrary to the Club's values and clear standards and expectations will be communicated to our members and supported by codes of conduct and transparent regulatory processes.

The club will pursue and conduct more social activity through events such as a Charity day, Fair Go Sport Day, Michael McLean Memorial Day, hosting regional junior teams and novelty events to include all sections of the club. Special effort will be made to increase attendance and atmosphere at home Premier League Days with events to celebrate past Premierships and traditional rivalries.

5.4. Our Facilities

Provide state-of-the-art playing, player development, training and social facilities.

5.4.1. Existing Playing Facilities

From the commencement of the 2011 season, the Greensborough Hockey Club has exclusive use of two Synthetic grounds. The condition of the playing surface is good but normal wear and tear will eventuate and, therefore, future financial planning needs to take this into consideration.

Ongoing grounds and infrastructure management and maintenance will be pivotal to the optimisation of the asset. This is required not only as part of sound governance but also as pivotal to the club's growth and community involvement objectives. This will require the club to improve its relationship with State and Local Government to ensure that all actions taken are in line with, government, community and council expectations.

In this business plan period the club has undertaken a re-surfacing of the original ground. While the playing surface was adequate it did not meet the standard required for Premier League or State or National carnivals. Consideration has also been given to ensuring that there is a manageable gap between re-surfacing of the grounds to enable responsible financial management. The re-surfacing and general upgrade of fencing and lighting will enable the club to seek additional revenue opportunities and increase the overall usage of the asset.

Hockey Victoria have undertaken to schedule additional events and matches once the fencing and lighting upgrades are completed.

The club and the Nillumbik Council will establish a plan to re-surface and upgrade the Synthetic grounds on a 10-year cycle.

The club also believes that upgrades are required to support the growth of the Greensborough Hockey Centre to cater for increased usage and status of event. In conjunction with the Nillumbik Council the club will seek to:

- Develop overflow car parking to meet the demand on Premier League home days and carnivals
- Upgrade and make safe the terrace area on the eastern ground area
- Provide shade and rain cover on the terraces on both grounds

5.4.2. The Club Rooms

The existing club rooms only provide for two change rooms. This is inadequate for a two-ground facility and a sport with both genders participating often on a back to back basis. This also impacts the club's ability to host events on behalf of Hockey Victoria.

Opportunity will be sought to upgrade the club rooms with the following objectives in mind

- A minimum of four change rooms
- A new canteen and kitchen facility
- A player conditioning and rehabilitation centre
- Completion of an up-stairs social area
- Disabled access to up-stairs area from the northern end adjacent to car park
- Up-stairs viewing deck to both grounds

The club is not presently in a position to fund these objectives while it is responsible for the ongoing maintenance and replacement of the playing surfaces. However, the club will work with State and Local Government to establish a plan to identify funding opportunities and recognizes that the club itself will need to make a major contribution.

5.5. Coaching

Provide top quality coaching at all levels, with minimum coaching certification to NCAS Level 1.

People play hockey for a range and combination of reasons:

- They enjoy playing the game and it is a good way to keep fit

- They enjoy the camaraderie of playing with friends, and the after-match social interaction
- They are passionate about the game and want to be the best they possibly can be, and as a result are looking for high quality coaching to develop and hone their skills.

This Business Plan will further develop the Club's historical emphasis on coaching to put into place a formal development process for coaches and will utilise the Senior Coaches to participate in the development process. Coach selection criteria will focus on appointing internally and externally accredited coaches will be implemented.

5.6. Participation

Encourage and develop strong player participation and representation in the development, management and operation of the club, and maintain a strong supporter network, through its volunteers and sponsors.

5.6.1. Players

At the end of the day, the Club exists to provide opportunities for senior men and women, and junior boys and girls of all ages and abilities to play and enjoy hockey.

Players have a reciprocal responsibility to the Club, and should have input to the development, management and operation of the Club.

The Board is committed to establishing a structure and processes which will encourage and allow the player community to have a voice at the Greensborough Hockey Club.

In the case of juniors, the Board also holds the view that parents should have a voice, and that appropriate avenues should be established to gain input and feedback from parents of juniors, as well as the junior players themselves.



It is essential that players, just like members and supporters, take and accept ownership for the future destiny of the Greensborough Hockey Club and their participation will assure continued success both on and off the playing field.

5.6.2. Sponsors

It is vital for the Club's on-going success and prosperity that we engage support from both within the club and outside it.

Members contribute in many and varied ways, through generous provision of their time and utilisation of their skills.

Volunteers have provided much needed services in the past. This needs to be further encouraged and recognised. Voluntary contribution of goods and services will contribute in a big way to the financial well-being of the Club.

Relying on Membership Fees as the primary source of revenue will be inadequate for meeting the future needs and aspirations of the Club.

Sponsorship will increasingly become a necessary source of revenue into the future and a more professional approach to seeking and recognising sponsors is required. Formation of a dedicated team to seek out potential sponsors will be established.

5.6.3. Volunteers

A challenge confronting many amateur sporting organisations is to find members and supporters who are prepared to contribute to the on-going development, prosperity and day-to-day operations of the club.

The Club is fortunate to have many dedicated and committed members, but more often than not, too much is expected of too few.

All members and supporters are encouraged to participate in the affairs of the Club and opportunities abound in all facets of our operations including but not exclusive to:

- coaching programmes
- team management duties
- facilities maintenance and management



- social activities
- fund-raising and sponsorship
- Club administration duties.

It is essential that players, members and supporters take and accept ownership for the future destiny of the Greensborough Hockey Club and their participation will assure continued success both on and off the playing field. To achieve increased volunteer activity the board will implement schemes to encourage voluntary activity including a membership mandate of compulsory involvement in at least one non playing activity as a condition of membership.

5.7. Club Image

Maintain a professional image of the club, through its players, supporters and officials.

As a Club, we want to portray an image that exhibits professionalism and pride in everything we do, including our facilities, our players, our supporters and spectators, and all forms of communication and marketing and promotion.

Performance on the pitch is one element that will attract players and supporters to our Club, but the way we look and present ourselves has to be right as well.

In 2011 the club introduced a new logo and playing and supporter apparel. Over the course of the business plan the brand of “Burra Hockey” will be further developed and enhanced to retain the Club’s pre-eminent position in terms of uniform design and quality of materials.

5.8. Umpiring and Officiating

Promote and encourage players and non-players to get involved with umpiring and officiating through the provision of development programs and recognition of achievement.

The Greensborough Hockey Club recognises and appreciates the vital and pivotal role umpires and technical officials play in providing a safe and fair environment in hockey games and competitions.

At Junior entry levels, the umpires have a unique role to play in the development of young hockey players, as they learn and understand the intricacies of the wonderful game of hockey.

The Club strongly encourages players, members, supporters and parents to establish themselves as a competent umpire and to achieve accreditation as an official.

A feature of this Business Plan and the establishment of the Hockey Development Director will be programs to coach and develop umpires. The program will be centred around a development pathway to achieve accreditation as an umpire. Players and Parents will be encouraged to become accredited as an umpire

6. Action Plans

6.1. Action Plan 1 - Links to the Local Community

Develop and maintain strong links to the local community, and in particular, the primary and secondary schools in the area, with a strong focus on enhancing the profile of hockey in the community, and access to opportunities for players of all abilities.

#	Action Item	Team Leader
1.	Negotiate with Hockey Victoria to provide funding to expand the NDHL	James Dunell
2.	Establish a working group with the Nillumbik Council to develop and implement a facility and amenity plan for the Greensborough Hockey Centre	Greg Purser
3.	Establish a commitment with Hockey Victoria to grow hockey in the North-Eastern corridor of Melbourne and to increase the usage of the Greensborough Hockey Centre	James Dunell
4.	Seek out opportunities to grow membership at the Community Level including providing opportunities for recently arrived migrants	Greg Purser
5.	Establish a Summer Hockey program for club members	Stuart Young
6.	Establish links with Schools and other Community groups to make the Greensborough Hockey Centre a Multi-Purpose Community facility	Greg Purser

6.2. Action Plan 2 - Northern District Hockey League

Develop the Northern District Hockey League to establish 8 clubs in the North-Eastern corridor of Melbourne, each with an independent committee and structure. The NDHL will have over 300 members in Under 8 and Under 10 leagues playing their matches at locations throughout the North-Eastern district.

#	Action Item	Team Leader
1.	Appoint an NDHL Administrator	James Dunell
2.	Conduct 10 extra Primary School hookin2hockey clinics in schools in the four identified club's areas	Erika Newbegin / Ken Parkin
3.	Reach agreement with four schools to conduct training sessions after school	Greg Purser
4.	Establish a committee for each of the four clubs	Stuart Young
5.	Conduct a home and away competition	Stuart Young / Tegan de Man

6.3. Action Plan 3 - Culture and Good Sportsmanship

Maintain a culture that values good sportsmanship, respect for all, fair play, teamwork, and a strong desire to always do your best, both on and off the pitch, and an environment which recognises and rewards participation, ability, commitment and performance.

#	Action Item	Team Leader
1.	Publication of this Business Plan on the Club Website	Trent Wells
2.	Promote Player and Supporter Code of Behaviour	Trent Wells / Tegan de Man
3.	Establish and Promote the role of Club Member Protection and Information Officer	Greg Purser
4.	Establish and promote a social committee	Trent Wells / Amy Heritage
5.	Establish and conduct a club charity day	Amy Heritage
6.	Home Game events, Premiership Reunions and increased past member support	Lorraine Cross / TBC
7.	Michael McLean Memorial Day	Bob Crowley

6.4. Action Plan 4 - Our Facilities

Provide state-of-the-art playing, player development, training and social facilities.

#	Action Item	Team Leader
1.	Build a positive working relationship with the Nillumbik Council	Bob Crowley
2.	Establish a timeframe and plan for clubroom redevelopment with Nillumbik Council Officers, Councillors & other stakeholders	Greg Purser
3.	Engage an Architect to prepare plans for the clubrooms redevelopment	Greg Purser
4.	Liaise with Nillumbik Council requirements regarding clubrooms redevelopment project	Greg Purser
5.	Call for Tenders for the Club rooms redevelopment	Nillumbik Council
6.	Appoint contractor for the Club rooms redevelopment	Nillumbik Council
7.	Complete Clubrooms redevelopment by 2020	Nillumbik Council
8.	Establish master plan for the Development of the Plenty Park Greensborough Hockey Centre	Bob Crowley
9.	Conduct Regular Working Bees to maintain the facility	Greg Purser

6.5. Action Plan 5 - Coaching

Encourage Top Quality Coaching at all Levels with a Minimum coaching certification to NCAS level 1

#	Action Item	Team Leader
1.	Hockey Operations Committee to appoint coaches to PL Reserves, Pennant Teams and Metro Squads	Tegan de Man
2.	Liaise with HV to conduct training course for NCAS 1 at the club prior to each season for all coaches not yet qualified	Tegan de Man
3.	Provide support for members seeking umpire or technical official accreditation	Tegan de Man
4.	Ensure all Coaches have WWC and Play by the Rules accreditation	Tegan de Man

6.6. Action Plan 6 - Participation

Encourage and develop a culture that values good sportsmanship, fair play, teamwork, and a strong desire to always do your best, both on and off the pitch, and an environment which recognises and rewards ability, commitment, and performance

#	Action Item	Team Leader
1.	Invite all visiting clubs to share in facilities and hospitality after matches.	Greg Purser
2.	Include past players and social members in the PL post match afternoon tea.	Lorraine Cross
3.	Implement a Team of the Month Award that recognizes the display of the club's cultural values	Michael Mirecki
4.	Approach local business for prizes for Junior players	Michael McLean
5.	Display club and HV code of conduct. Ensure all players acknowledge on sign up for each season	Greg Purser

6.7. Action Plan 7 - Club Image

Maintain a professional image of the Club, through its players, supporters and officials

#	Action Item	Team Leader
1.	Upgrade and re-launch the club website to be tablet and phone compatible	Trent Wells
2.	Integrate the club phone application with the web-site and social media where available and applicable	Trent Wells
3.	Implement and upgrade uniform commencing in 2018 with the PL and Pennant Women	James Dunell
4.	Broaden the range of apparel options while maintaining the Burra brand	James Dunell / Stuart Young



6.8. Action Plan 8 - Umpiring and Officiating

Promote and encourage players and non-players to get involved with umpiring and officiating

	Action Item	Team Leader
1.	NDHL to promote umpiring opportunities for entry level umpires	Erika Newbegin
2.	Provide support for members seeking umpire or technical official accreditation	Lachlan Purser
3.	Provide Technical Officials for all PL and PL reserves home matches	Tegan de Man
4.	Display and recognize club umpires within the club rooms and on the club web page	Trent Wells / Greg Purser