



# Strategic Plan

## 2018 - 2021



# From the GDHC Board

The GDHC Board is pleased to present our strategic plan for the period 2018-2021, which has been developed following consultation with Committees, members, volunteers, supporters and families of the Glebe District Hockey Club.

The purpose of our great hockey club has been stated in GDHC Constitutions going back to the foundation of the club in 1931. We have restated it here to provide some sharper focus on the work ahead in securing the future of our *Champion Club, Club of Champions*.

## Our purpose:

### TO PROMOTE THE GROWTH AND ENJOYMENT OF HOCKEY BY BELONGING TO THE GLEBE HOCKEY FAMILY

During the long preparation of this document, the GDHC Board has been committed to recognising the traditions and history of our club while thinking about how to safeguard the club's future and ensure that hockey remains a sport of choice locally. Our values of FAMILY, EQUALITY, COMMITMENT and CONTRIBUTION underpin our choices for how to take this strategic plan forward and highlight what makes Glebe such a great club to belong to.

Hockey as a sport nationally is facing many challenges and our club locally is not immune from these. Our strategy is to operate an inclusive, welcoming hockey club, competitive across the range of standards and ages, where players, officials and volunteers are encouraged to develop their skills and levels of enjoyment through access to a diversity of opportunities, quality facilities and coaching of the highest standard. We will continue to acknowledge our long history and build on our strong sense of Club identity and spirit.

Five strategic priorities have been identified as our main area of focus. These priorities will sit alongside our governance, financial and legal responsibilities and the obligations we have with Hockey Australia, Hockey NSW and the hockey competition bodies in which we compete.

These strategic priorities are listed below and outlined in more detail later in this plan.

#### Our Strategic Priorities:



1.

Improve participant recruitment and retention



2.

Define development pathways and drive towards competitive success



3.

Address the challenges of sustainability and accountability in our governance and operations



4.

Provide effective communication through contemporary, digital platforms



5.

Secure equitable access to turf options and equipment for all stakeholders

The GDHC Board would particularly like to thank all those members and volunteers who consistently live out the Club's values in the weekly challenges of getting our teams, juniors, women and men, onto the pitch to enjoy their hockey. We welcome your continued engagement and support as we deliver this plan so that together we can continue to offer the unique experience of the Glebe hockey family to an increasing number of Champions in our Champion Club.

Les Wark

President, GDHC Board



# Our Purpose | Our Values



## TO PROMOTE THE GROWTH AND ENJOYMENT OF HOCKEY BY BELONGING TO THE GLEBE HOCKEY FAMILY.

Hockey is a sport which has been enjoyed equally by men, women and juniors and their families in the Glebe area since the GDHC was founded in 1931. Our members experience a sense of welcome and feel connected to the Club's history and traditions.

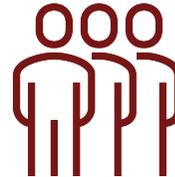
Our members, their families and people in our community value their hockey experience and their relationships with us. Our teams are inclusive and diverse. Our teams persistently strive for competitive success. Our operation and financial management enables our future growth. Our Club is a significant and ongoing part of the life of our members.



## Our Values



**FAMILY**



**EQUALITY**



**CONTRIBUTION**



**COMMITMENT**

**Our values are central to our way of belonging to and participating in the GDHC.**

The GDHC is a **FAMILY**, an intergenerational community which values highly the mateship and lifelong friendships formed as we enjoy our hockey and our interactions with one another.

At the GDHC everyone is **EQUAL**. We are not elitist - we are a club for all. We base our attitudes on respect – respect for our team-mates across the Club, our opposition, our officials, our supporters.

At the GDHC we recognise that we have a legacy to pass on and so we **CONTRIBUTE** by giving back across all areas of the Club. We pass on our skills and knowledge by developing our own juniors and by looking after them in the game and in life.

We recognise that dedication and **COMMITMENT** give us the results we achieve. We work hard, play hard, train hard. Our team game is characterised by innovation, fair play, sportsmanship, courage, determination and a never give up attitude.



# STRATEGIC PRIORITY 1: Improve participant recruitment and retention

The GDHC has traditionally been a club where generations of families who lived and worked locally have played hockey with passion and participated in the social fabric of club and community life. We are enthusiastic about continuing that tradition.

Many changes to the social fabric of the local area and the organisation of the game itself in Sydney, as well as competition from a range of other sports in the local area, have had an impact on the Club's capacity to sustain its participant numbers and continue to grow its player base. Our survival as a sporting club relies on our ability to attract new players and retain and continue to develop those who engage with the sport through our club, including our volunteers.

We believe we have plenty to offer with a great sport for men, women, boys and girls of all ages and an inclusive, welcoming club with a strong sense of identity and spirit.



## WHAT WE ARE GOING TO DO

Deliver an enjoyable experience of the Glebe family so people start, play and stay engaged with hockey at GDHC.

## HOW WE ARE GOING TO DO IT

### 1.1 Get connected and stay connected to our members, volunteers and supporters

- Welcome new players and their families making first experiences at GDHC warm and fun
- Encourage returning players to stay connected to the GDHC during the off season and pre-season
- Invite lapsed and former players, coaches and officials back to the game
- Recruit quality players, coaches and officials to complement our 'home grown'
- Deliver programs/sessions appropriate for age and ability levels across the whole club
- Develop incentives for coaches and umpires to get accredited and remain active

### 1.2 Build on our strong Glebe family culture

- Create a sense of belonging by sharing traditions and culture through values and stories
- Celebrate player, coach and umpire achievements
- Deliver a series of events that connect juniors, senior women, senior men, sponsors, life members and supporters
- Recognise our volunteers

## HOW WE WILL MEASURE SUCCESS

- Increase pre-junior (Minkey and U9) participation to by 50% with equal gender representation
- Increase junior participation by 10% annually
- Audit senior and junior membership churn rate via *Revolutionise* and set a strategic target for reduction
- Achieve *High Satisfaction* rating through targeted annual membership survey
- Increase the number of accredited active umpires and coaches by 10% annually
- Organise 5 social events annually targeting the diversity of our members, including 2 whole club events
- Organise 3 out of season opportunities annually for members to connect

## STRATEGIC PRIORITY 2: Define development pathways and drive towards competitive success

The GDHC's current reality does not match our history of competitive success where our men's, women's and junior teams regularly competed for honours across all grades at the top levels of hockey in Sydney. Our players and families have consistently told us that while they play to enjoy their friends and the game itself, they enjoy their hockey a lot more when they are winning.

There are specific needs to be addressed in each operational area, but improving our player and coaching skill base is imperative, as is improving the quality of and commitment to training. The organic relationships and interconnection of the Glebe families must work together with a targeted approach to equip our players adequately for the skill levels of contemporary hockey, especially our talented juniors.



### WHAT WE ARE GOING TO DO

Rebuild our whole of club development pathways by upskilling and supporting our players and coaches, and develop models for performance accountability.

### HOW WE ARE GOING TO DO IT

#### 1.1 Improve the whole of club training experience

- Provide high quality training sessions for all teams
- Access high performance coaches for specific skills training
- Provide a junior academy experience to upskill our junior players

#### 1.2 Keep players, coaches and officials accountable for their performance

- Monitor and challenge players for their attendance at training and games
- Implement models for reflecting on and addressing weaknesses in game performance
- Ensure that selection processes and resource allocations are transparent

#### 1.3 Support our talented players, coaches and officials across the whole club to achieve their goals

- Provide excellent transition experiences for juniors moving to seniors
- Provide opportunities to accredit coaches and officials
- Connect with talented players and support individual development with GDHC coaches, SEHA, HNSW
- Nurture and support NSW representative players

### HOW WE WILL MEASURE SUCCESS

- All junior Metro and senior teams to reach their final series by 2021
- 100% of all GDHC teams to have an accredited coach by 2021
- Secure a high performance coach for the men's 1<sup>st</sup> and 2<sup>nd</sup> grade squad
- Secure a Head Coach to implement a 3 year whole of club performance strategy
- 25% of juniors selected in SEHA representative teams
- 25% of SEHA representative teams coached by a GDHC coach
- Audit the churn rate for juniors transitioning to seniors

## STRATEGIC PRIORITY 3: Improve sustainability and accountability in our governance and operations

The GDHC has a history of strong management but as for all sporting clubs there are new and ongoing challenges around structures and resourcing. Our players and officials expect to have access to the best facilities and hockey expertise so that they can enjoy developing their skills and achieving competitive success. Providing resources to meet these expectations requires strong and innovative financial management.

Our new Board structure is a response to the changing population of Club membership and more stringent governance and compliance requirements for volunteer organisations. The way the Club operates requires new levels of transparency, accountability and whole of club cooperation.



### WHAT WE ARE GOING TO DO

Develop whole of club structures which deliver affordable hockey, equitable sharing of resources and transparency of reporting.

### HOW WE ARE GOING TO DO IT

#### 1.1 Establish a revenue stream outside of fee collection

- Secure ongoing sponsorship relationships and honour agreements
- Continue to access funding from grants and Active Kids rebate
- Establish and manage the ASF with integrity and compliance
- Develop transparent processes for allocating resources across the Club

#### 1.2 Develop a sustainable operating model for the GDHC

- Develop ethical, safe, compliant, relevant whole of club policies and procedures
- Safeguard our juniors by making GDHC a child safe club
- Grow the capacity of the GDHC Board to work as a strategic team with clear accountabilities
- Strengthen the operational committee structure
- Identify and invite potential individuals for Board and Committee succession

### HOW WE WILL MEASURE SUCCESS

- 100% of sponsorship agreements honoured annually
- Sponsorship revenue targets achieved annually
- Key grants evaluated successfully or renewed
- ASF fundraising targets met annually
- Achieve high performance results in our club health check score by 2021
- GDHC Board and committee positions elected and filled annually
- 100% of Board Directors, coaches and managers with verified WWCC
- By 2021 GDHC meets the criteria set by the NSW Office of the Children's Guardian as a child safe club



# STRATEGIC PRIORITY 4: Provide effective communication through contemporary, digital platforms

Building the profile of our club by telling its story underpins our capacity to achieve our purpose and all of our strategic priorities. Our social media platforms and web presence will tell our GDHC story by creating a sense of belonging as #glebefamily, by celebrating #glebefamily achievements, by articulating our club traditions and culture, by engaging current, new and former members and by participating in the wider hockey community, promoting the game at the grass roots level.

Effective communication means that our members are in the right place at the right time to enjoy their hockey. We will refine our whole of club communications respecting feedback from players and families about the quality and frequency of communications and the use of email, SMS messaging and other messaging APPS. We will continue to pursue opportunities to streamline our administrative and communications models using the features of the online sports management platform *Revolutionise*.

## WHAT WE ARE GOING TO DO

Position the GDHC as a club of choice by increasing awareness of the Glebe family and by delivering effective and efficient communications to members and stakeholders.

## HOW WE ARE GOING TO DO IT

### 1.1 Use our digital platforms to engage, inform and connect our Glebe family

- Increase our social media presence to create a sense of belonging to our club, celebrate our achievements and to engage our members, volunteers, sponsors and the hockey community.
- Provide a quality website that offers connection to and information about our club, its policies and its history.

### 1.2 Develop evidence based practices for effective and regular communication to our Glebe family

- Use *Revolutionise* for memberships and registration, competitions, finance and to generate evidence based insights for future strategic planning.
- Seek feedback from GDHC members, volunteers and families in a targeted survey annually.
- Provide relevant and specific information to playing members and stakeholders via weekly email communications and to all members and supporters via quarterly whole of club newsletters.

## HOW WE WILL MEASURE SUCCESS

- Social media policy reviewed and implemented with training delivered annually.
- Audience engagement through social media monitoring is increased by 25% by 2021.
- New players enquiries via website forms audited
- Revolutionise modules integrated into club administration and communications
- Targeted survey distributed annually to senior playing members, junior families, and active volunteers.



## **STRATEGIC PRIORITY 5:** Secure equitable access to turf options and equipment for all stakeholders

A core value of our club is equality. We will ensure that our members have equitable access to the resources that they need to play our sport. The GDHC has been lobbying for over 30 years for access to an artificial surface suitable for hockey. Without a local facility, our club has struggled to maintain its competitive success, develop the skillset of its player base, and grow its numbers.

The GDHC will be actively working to build strong relationships and seeking support from within the hockey community and with key influencers in local agencies such as councils to help us deliver the access to facilities that we need for the vitality and sustainability of our club. We will ensure that we have a role to play in local policies and decisions that impact our club and our sport.

Our clubhouse at Jubilee Oval, Glebe has been a significant gathering place for generations of Glebe players and their families since 1960. We will undertake improvements to encourage increased use of the clubhouse and to improve its cost-effectiveness.

We will explore opportunities to ensure that our members, especially our juniors, have access to quality equipment so they can enjoy their hockey.



### **WHAT WE ARE GOING TO DO**

Deliver facility options that secure the future of the GDHC as a club of choice.

### **HOW WE ARE GOING TO DO IT**

#### **1.1 Be pro-active advocates for a local multi-purpose artificial surface suitable for hockey**

- Actively lobby State and local politicians, local influencers
- Provide well-researched proposals for local solutions to providing artificial surfaces for hockey
- Engage our membership in local council consultation processes
- Explore use of non-hockey specific artificial surfaces available locally for training

#### **1.2 Maintain the GDHC clubhouse**

- Undertake improvements in the clubhouse to encourage increased usage and minimise energy costs
- Provide safe storage for our archival material at the clubhouse

#### **1.3 Provide affordable quality equipment to members**

- Update and maintain equipment for all junior teams
- Source sponsorship discounts on playing equipment

### **HOW WE WILL MEASURE SUCCESS**

- Sufficient all weather training venues secured annually for whole of club
- Inclusion of a multi-purpose artificial surface suitable for hockey in local council strategic plans for facilities by 2021
- Minimum of 3 social events held at the clubhouse annually
- Lower energy costs delivered by 2021
- Perpetual trophies stored in good repair in the clubhouse
- Equipment maintained or replaced annually
- 8 JDH scholarships in place annually
- JDH 25% discount available to members annually



# GDHC | 4 Year Strategic Plan 2018-2021

**Our purpose:**  
**TO PROMOTE THE GROWTH AND ENJOYMENT OF HOCKEY BY BELONGING TO THE GLEBE HOCKEY FAMILY.**

## Key Issues

Improve participant recruitment and retention

Define development pathways and drive towards competitive success

Address the challenges of sustainability and accountability in our governance and operations

Provide effective communication through contemporary, digital platforms

Secure equitable access to turf options and equipment for all stakeholders

## What we are going to do

Deliver an enjoyable experience of the Glebe family so people start, play and stay engaged with hockey at GDHC.

Rebuild our whole of club development pathways by upskilling and supporting our players and coaches, and develop models for performance accountability.

Develop whole of club structures which deliver affordable hockey, equitable sharing of resources and transparency of reporting.

Position the GDHC as a club of choice by increasing awareness of the Glebe family and by delivering effective and efficient communications to members and stakeholders.

Deliver facility options that secure the future of the GDHC as a club of choice.

## How we are going to do it

- Get connected and stay connected to our members, volunteers and supporters
- Build on our strong Glebe family culture

- Improve the whole of club training experience
- Keep players, coaches and officials accountable for their performance
- Support our talented players, coaches and officials across the whole club to achieve their goals

- Establish a revenue stream outside of fee collection
- Develop a sustainable operating model for the GDHC

- Use our digital platforms to engage, inform and connect our Glebe family
- Develop evidence based practices for effective and regular communication to our Glebe family

- Be pro-active advocates for a local multi-purpose artificial surface suitable for hockey
- Maintain the GDHC clubhouse
- Provide affordable quality equipment to members

## How we will measure success

- Increase pre-junior (Minkey and U9) participation to by 50% with equal gender representation
- Increase junior participation by 10% annually
- Audit senior and junior membership churn rate via Revolutionise and set a strategic target for reduction
- Achieve *High Satisfaction* rating through targeted annual membership survey
- Increase number of accredited active umpires and coaches by 10% annually
- Organise 5 social events annually targeting member diversity, including 2 whole club events
- Organise 3 out of season opportunities annually for members to connect

- All junior Metro and senior teams to reach their final series by 2021
- 100% of all GDHC teams to have an accredited coach by 2021
- Secure a high performance coach for the men's 1<sup>st</sup> and 2<sup>nd</sup> grade squad
- Secure a Head Coach to implement a 3 year whole of club performance strategy
- 25% of juniors selected in SEHA representative teams
- 25% of SEHA representative teams coached by a GDHC coach
- Audit the churn rate for juniors transitioning to seniors

- 100% of sponsorship agreements honoured annually
- Sponsorship revenue targets achieved annually
- Key grants evaluated successfully or renewed
- ASF fundraising targets met annually
- Achieve high performance results in our club health check score by 2021
- GDHC Board and committee positions elected and filled annually
- 100% of Board Directors, coaches and managers with verified WWCC
- By 2021 GDHC meets the criteria set by the NSW Office of the Children's Guardian as a child safe club

- Social media policy reviewed and implemented with training delivered annually.
- Audience engagement through social media monitoring is increased by 25% by 2021.
- New players enquiries via website forms audited
- Revolutionise modules integrated into club administration and communications
- Targeted survey distributed annually to senior playing members, junior families, and active volunteers.

- Sufficient all weather training venues secured annually for whole of club
- Inclusion of a multi-purpose artificial surface suitable for hockey in local council strategic plans for facilities by 2021
- Minimum of 3 social events held at the clubhouse annually
- Lower energy costs delivered by 2021
- Perpetual trophies stored in good repair in the clubhouse
- Equipment maintained or replaced annually
- 8 JDH scholarships in place annually
- JDH 25% discount available to members annually

OUR VALUES



Family



Equality



Contribution



Commitment

