

# ENFIELD HOCKEY CLUB

## STRATEGIC PLAN

2022 – 2025 INCLUSIVE



**CONFIDENTIAL**

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# UNLEASH THE BEAST!

## **ENFIELD HOCKEY CLUB - HISTORY**

Unlocking potential and fostering skilled hockey players since 1946  
Enfield Hockey Club is proud to be a welcoming and family friendly club. We compete in Hockey SA's Metro competition, fielding senior men's, women's and junior teams.

Our clubroom is located 8.5 km from Adelaide CBD in the suburb of Clearview.  
Our nominated home grounds are at The State Hockey Centre, also known as MATE Stadium, located 10 minutes down the road in Gepps Cross.  
Founded in 1946, we are honoured to be one of South Australia's oldest hockey clubs, still going strong over 75 years on.

## **Unleash the beast!**

**A SUCCESSFUL CLUB IN ALL FACETS THAT THRIVES  
THROUGH SHOOTING FOR ITS GOALS**

## **OUR MISSION**

**OUR PURPOSE AND INTENT IS FOR THE CLUB TO...**

- Continue to attract and develop junior members
- Develop partnerships with stakeholders and other groups who share club facilities
- Undertake installation of a turf pitch and a new facility or upgrade
- Attract and retain members
- Give back to the community wherever possible
- Welcome new members in a family orientated culture
- Be financially viable and well administered
- Be successful on the field

## **OUR PARTNERS AND STAKEHOLDERS**

- Local Government/State Government
- Hockey SA
- Members, players and their families
- Life members and past members
- Non playing members
- Other facility users including
- The Fitness Club: Dog Club; Soccer Club

- Sponsors
- Umpires
- Management committee
- Volunteers
- Neighbours and the community
- Schools in the district
- Coaches
- Contractors and suppliers
- SA Masters Assoc
- Other clubs

## VALUES THAT REPRESENT OUR DESIRED CULTURE

*(Recommendation: a short phrase or sentence to explain each may be useful)*

<p><b>Undertake our actions by being...</b></p> <ul style="list-style-type: none"> <li>• Inclusive and diverse</li> <li>• Respectful</li> <li>• Welcoming and approachable</li> <li>• Family orientated</li> <li>• Team focused</li> <li>• Community focused</li> </ul>	<ul style="list-style-type: none"> <li>• Hard working, Committed and Driven</li> <li>• Socially orientated in a spirit of fun</li> <li>• Transparent and trustworthy</li> <li>• Inspirational and Innovative</li> <li>• Adaptable</li> </ul>
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## STRATEGIC PILLARS - AREAS OF FOCUS IN OUR PLANNING

<b>1. MARKETING, PROMOTION AND COMMUNICATION</b>	<b>2. COACHING AND UMPIRING DEVELOPMENT</b>	<b>3. GOVERNANCE AND FINANCE</b>
<b>4. FACILITY DEVELOPMENT FOR THE CLUB AND WIDER COMMUNITY</b>	<b>5. VOLUNTEER AND STAKEHOLDER RELATIONSHIPS</b>	<b>6. SUSTAINABILITY/ PARTICIPATION PATHWAYS/ TRAINING AND COMPETITION INVOLVEMENT</b>

## PILLAR 1: MARKETING, PROMOTION AND COMMUNICATION

### KEY OBJECTIVE 1

***Establish and utilise a club website and social media for better communication and information provision for current, new and potential members***

#### STRATEGIES/ACTIONS

1. Identify who will be responsible *and create a sub committee*
2. Investigate *ideal content by researching other club sites*
3. Develop content and timelines for scheduled posts *where appropriate*
4. Understand content creation/strategies stories vs reels vs posts events
5. *Seek costings needed to establish the website*
6. *Investigate resources to develop the platform such as a student or similar with IT knowledge*
7. *Inquire as to possible grants to pay for website development*

Who to lead:

Resources needed:

### KEY OBJECTIVE 2

**Raise awareness and visibility of the club in the community**

#### STRATEGIES/ACTIONS

1. Organise additional and improved signage *in high visibility locations*
2. Seek PAE Council approval for new signage locations
3. Investigate alternative merchandise and other products to promote and offer supporters
4. Advertise the club through local community newsletters

Who to lead:

Resources needed:

### KEY OBJECTIVE 3

**Initiate connections with local schools to attract and build junior teams**

#### STRATEGIES/ACTIONS

1. Identify the schools to target
2. Create 'players wanted' flyers and news items *and information packs about the club* for those schools
3. Organise the conduct of 'come and try' clinics both at schools and at the club itself
4. Set timelines for playing next year to get it happening regularly/establish connections/following be visible @ hockey related events??? *Note: Not sure what this objective means*

Who to lead:

Resources needed:

### KEY OBJECTIVE 4

**Engage with the PAE Council to investigate what social inclusion and volunteering programs the club may tap into**

#### STRATEGIES/ACTIONS

1. Seek out information on what programs are available by arranging to meet with an appropriate council officer
2. Invite participants to *be introduced to the club, meet with club officials and experience a 'come and try' session*

Who to lead:

Resources needed:

## PILLAR 2: COACHING AND UMPIRING DEVELOPMENT

### KEY OBJECTIVE 1

**Establish an umpiring panel in order to develop a pool of competent and willing umpires**

#### STRATEGIES/ACTIONS

1. Investigate available suitable courses
2. Seek information on costings necessary
3. *Consider alternative options to recruiting and skilling new umpires*
4. Establish a buddy system to mentor new umpires
5. Investigate cross-club communication for gaining umpiring support including training and reciprocal duties
6. Develop a club culture of respect and appreciation of umpires and their efforts to encourage more volunteers to take on the role

Who to lead:

Resources needed:

**KEY OBJECTIVE 2**

**Establish a coaching panel *that will support the coaching needs of the club***

**STRATEGIES/ACTIONS**

1. Determine those players who may be willing to teach key skills of the game in order to leverage their skills and knowledge to benefit members
2. Organise specialised planned training sessions
3. Provide adequate equipment needed for training such as quality balls and coaching boards
4. Investigate external courses available to develop the coaching skills for those wishing to coach
5. Create and nurture a culture of two-way communication between players and the coaching panel
6. Develop the *leadership and technical skills and attitudes of coaches for them to be role models* within the club

Who to lead:

Resources needed:

**PILLAR 3: GOVERNANCE AND FINANCE**

**KEY OBJECTIVE 1**

**Update and review the policies, procedures and guidelines of the club**

**STRATEGIES/ACTIONS**

1. Review and update policies and guidelines as needed and make transparent by publishing on the proposed website as a way of book-keeping all data of the club
2. Refer to Hockey SA and other governing bodies (such as Office for Recreation, Sport and Racing) for applicable policies, *guidelines and templates* they may provide and create links on the proposed website
3. Research and investigate other sporting club’s policies to assist in the process of updating those of this club
4. Apply the policies and guidelines as necessary through education and make part of cultural practise
5. Review the constitution and ensure the rules reflect the best practises *and operations necessary for the club by utilising the template provided by the state government’s ORSR*

Who to lead:

Resources needed:



## KEY OBJECTIVE 2

**Organise fundraising and social events designed to help the club financially**

### STRATEGIES/ACTIONS

1. Establish a social club sub-committee
2. Determine and agree on reasons for the funds uses and needs
3. The sub-committee to brainstorm fundraising ideas *and assess their viability and what is needed to make them successful*
4. The committee to establish the role of the sub-committee including reporting expectations *on plans, progress and after the events have been conducted*

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Who to lead:

Resources needed:

## KEY OBJECTIVE 3

**Seek and gain grants for the financial benefit of the club**

### STRATEGIES/ACTIONS

1. Investigate different available grants from various organisations
2. Organise a sub-committee *or willing person* to undertake the investigation and apply for grants as they become available for consideration
3. Determine a priority of what the grants are needed for and develop a case for each according the criteria set out in the grant application
4. Provide the committee with updates on grant applications advertised and applied for and successes or otherwise

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Who to lead:

Resources needed:

**KEY OBJECTIVE 4**

**Establish and maintain sponsorships for the financial benefit of the club**

**STRATEGIES/ACTIONS**

1. Undertake research and source potential new sponsors from local businesses *who are likely to be aligned and supportive of our club vision/mission/values*
2. Assign and delegate a person to lead the networking with local businesses
3. Develop packages that provide information and benefits for supporting the club
4. *Develop an outline of what potential sponsors are willing to offer to add value to the club and include as part of reporting back to the committee to help their decision making*
5. Acknowledge current sponsors in any way possible regularly

Who to lead:

Resources needed:

**PILLAR 4: FACILITY DEVELOPMENT FOR THE CLUB AND WIDER COMMUNITY**

**KEY OBJECTIVE 1**

**Develop a business case for improved or new club facilities**

**STRATEGIES/ACTIONS**

- 1 Establish a sub-committee to manage the process and building the case for improving or new facilities
- 2 Communicate and liaise with key stakeholders to develop the case for improved or new facilities
- 3 *Outline the limitations and lack of current facilities as part of building a case for change*
- 4 Initiate meetings with the PAE Council and government to discuss the desire and need for improved or new facilities for the club and the sport in the district as well as advice on how to develop a required case
- 5 Investigate the support for and viability to share facilities and create a multi club use venue as a 'sports hub'
- 6 Investigate as a minimum need, the updating of toilet and change room facilities that meet current government standards and regulations for child safety and disability use
- 7 Investigate the use of school programs for the benefit of the community and to maximise the use of a new facility
- 8 Research data and stats to provide stakeholders with factual information on aspects such as population growth, diversity and demographics in the district needed to build the case
- 9 *Research what other clubs have undertaken successfully in their bids and cases for gaining improved or new facilities*
- 10 *Investigate grants options and sources to apply for funding*

Who to lead:

Resources needed:

**KEY OBJECTIVE 2**

**Establish a turf pitch to develop and benefit the club and the community**

STRATEGIES/ACTIONS

- 1 Investigate the viability and funds needed for this project
- 2 Organize meetings with stakeholders to gauge their support
- 3 Develop the case for a turf pitch indicating benefits for both club and community
- 4 Establish a sub-committee and link to the case for improved facilities **as indicated in this plan**
- 5 Seek to upgrade lighting to an appropriate and more cost effective standard using LED lighting
- 6 Sub-committee to create a strategic project plan

Who to lead:

Resources needed:

## PILLAR 5: VOLUNTEER AND STAKEHOLDER RELATIONSHIPS

### KEY OBJECTIVE 1

**Organise a social club sub-committee to improve club relationship effectiveness**

#### STRATEGIES/ACTIONS

1. Create a social events calendar
2. *Outline the expectations of the sub-committee in terms of the aims and reporting requirements to the committee*
3. Investigate activities that interest club members *and plan to conduct them if considered viable*
4. Provide social activities off season to keep everyone together
5. Organise more frequent events such as monthly dinners and quiz nights

Who to lead:

Resources needed:

### KEY OBJECTIVE 2

**Implement a plan to recognise long term members**

#### STRATEGIES/ACTIONS

- 1 Determine *and agree on* what constitutes long term' members and any associated criteria and honour them with life membership.
- 2 Consider levels of membership recognition and levels of achievement such as gold, silver and bronze categories
- 3 *Assess and decide on what type of recognition for valued members would be appreciated*
- 4 Create an honour board to recognise both life members and recording of service given from administration volunteers

Who to lead:

Resources needed:

**KEY OBJECTIVE 3**

**Establish a program to recognise volunteers and sponsors with a view to *retaining and* attracting more of them**

**STRATEGIES/ACTIONS**

- 1 Assess how the club identifies and promotes sponsors and reclarify their preferences on how such as advertising where possible such as on the building, club merchandise *and proposed website*
- 2 Develop strategies to attract new sponsorship
- 3 Investigate and implement a volunteer recognition and reward scheme
- 4 *Organise a volunteer training and "buddy" mentoring approach to support new volunteers*
- 5 *Seek and reward volunteers for undertaking short term projects*

Who to lead:

Resources needed:

**PILLAR 6: SUSTAINABILITY/PARTICIPATION PATHWAYS/  
TRAINING AND COMPETITION INVOLVEMENT**

**KEY OBJECTIVE 1**

**Conduct school holiday clinics to utilise club facilities and help recruit new members**

**STRATEGIES/ACTIONS**

1. Seek sponsors and grants to support the cost of undertaking clinics
2. Liaise with Hockey SA to assist in organising proposed coaching clinics
3. Investigate and then liaise with other clubs to use their expertise on how to best conduct clinics of this nature
4. *Develop and provide an induction package for all interested potential new members*

Who to lead:

Resources needed:

**KEY OBJECTIVE 2**

**Develop a participation pathway plan for teams and individuals**

**STRATEGIES/ACTIONS**

1. *Seek support from coaches to develop a pathway to encourage on-going participation of juniors to senior level competition and involvement*
2. *Explore expansion of teams in the competition that the club would like to achieve and plan a strategy to achieve this including resources needed*

Who to lead:

Resources needed:

**KEY OBJECTIVE 3**

**Develop approaches to training that encourage and motivate attendance and limit non attendance**

**STRATEGIES/ACTIONS**

1. *Undertake an investigation with members and their families as to what motivates and conversely what limits attendance at training sessions*
2. *Explore ways to ensure training is committed to with possible rewards*
3. *Undertake a general club survey on member satisfaction with the club and how the club may improve*

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Who to lead:

Resources needed:

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