



The Manning Valley Hockey Association Inc.

Strategic Business Plan

2018 – 2021

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Glossary:

BOM:	Board of Management
HNSW:	Hockey New South Wales
MVHA:	Manning Valley Hockey Association Inc.
RCC:	Regional Coaching Coordinator

Executive Summary

Manning Valley Hockey Association Inc. has a mandate to promote and foster the sport of Hockey in the local community of Taree and surrounding areas. Manning Valley Hockey Association Inc. actively works towards creating a sustainable sport and facility in the Manning Valley through organising a variety of hockey competitions and development squads as well as engaging in a proactive process of asset management projects. Manning Valley Hockey Association Inc. operates through a board of management that oversees the activities of junior and senior hockey competitions. The board consists of an executive together with representatives nominated from Manning Valley Hockey Members. The operations of Manning Valley Hockey Association Inc. fall to the representatives and other members of the association who take on responsibility for the eight major portfolios:

- Clubhouse Director
- Treasury and Assets
- Turf Director
- Officials/Umpires Director
- Social Media/ Communication and Promotions
- Representative Coordinators
- Member Protection and WH&S
- Junior Development

Manning Valley Hockey Association Inc. has identified five Key Performance Areas (KPA's) as the basis for its strategic business plan. Those KPA's include:

- Administration;
- Marketing;
- Player participation and athlete development;
- Asset strategy, Finance and Facilities
- Member engagement and Development of Officials.

The essence of the organisation's business strategy focuses on:

- growing its member base through attracting new players and creating an opportunity for other sporting associations to join and use its complex
- managing existing and procuring new assets, focusing on building new facilities and replacing its ageing artificial playing surface
- implementing sustainable initiatives such as solar power electrical generation
- reviewing business processes and policies.

An Australian Government analysis has identified the critical factors influencing the success of its business plan. Critical success factors include:

- corporate governance, including viable committees
- the development of volunteers
- marketing, promotion and planning
- declining member and volunteer numbers.

Business outcomes that reflect the Manning Valley Hockey Association Inc's strategic objectives include:

- improved financial stability and growth;
- increases in business assets to sustain the organisation and sport;
- increase in both playing and associate membership;
- implementation of an effective volunteer management plan and;
- the creation of an effective monitoring and review process for the Association's strategic business plan

Association Details

The Manning Valley Hockey Association Inc.	
Clubhouse	Taree Hockey Centre, Lot 1 Bligh Street, Taree NSW 2430
Postal Address	PO Box 315, Taree NSW 2430
ABN	81268782877
Telephone	02 65510472
President	Debbie Monck
Secretary	John Surtees
Treasurer	Doug Davidson

Association Profile:

The Manning Valley Hockey Association (MVHA) was established in 1988 through the merger between the Manning Valley Men's, Women's and Junior's Associations. The MVHA has a mandate to promote and foster the sport of hockey in the local communities within the Manning Valley area. The MVHA approaches that obligation by creating a sustainable, friendly, inclusive sporting association in line with Hockey NSW core values of:

Inclusiveness

Innovation

Thoughtfulness

Responsiveness

MVHA maintain a high standard hockey facility for their members and Clubs to enjoy participating and spectating at a wide range of hockey competitions and associated activities. These activities and competitions include but are not limited to:

Winter hockey competitions

Summer hockey competitions

NSW Regional Championships

NSW Government and Catholic school competitions

Community Gala Days

NSW Hockey Regional Coaching

In addition, the clubroom is available for hire throughout the year to its members for events such as presentations, fundraising and private functions.

Asset Management:

MVHA has continuously worked at managing its assets for the advancement and sustainability of the sport of hockey in the Manning Valley.

Leading on from the 2015-2018 MVHA Strategic Plan the association has demonstrated its ability to successfully manage and execute major asset related projects.

The MVHA has successfully gained Federal funding to develop the current hockey centre with the addition of a third synthetic field including lighting and extension of the clubhouse facilities. Gazetted to be completed by 31st March 2018.

The clubhouse extension is in collaboration with the Manning Valley Cycle Club which will also use downstairs space in the new development. By working collaboratively with other sporting entities in the Taree area MVHA will ensure optimal use of these new facilities.

Mission and Values:

To promote and foster the sport of hockey in the Manning Valley through the establishment of sustainable strategic plans that focus on our members, business, game development, communication, performance and facilities.

The Manning Valley Hockey Association values:

Motivation: By empowering our members we hope to motivate our players, officials and members to aspire to achieve the best for themselves and the association

Value: By valuing our members input and efforts MVHA aim to provide a safe and inclusive environment for everyone.

Healthy: By promoting members to become active and providing a safe and supported environment for all its members MVHA hope to enhance member's enjoyment of the game of hockey.

Accomplished: By allowing individual members and the Association distinct pathways to accomplish goals, personal and business, MVHA aims to showcase hockey in a positive way.

The objectives of the MVHA 2018-2021 strategic plan focus on incorporating our values in:

Growing the Associations member base

Maintaining and utilising our assets to benefit our members and other stakeholders

Promote and develop the game of hockey

Providing transparent communication through published governance procedures and policies

Supporting our members with performance and training.

Management Structure:

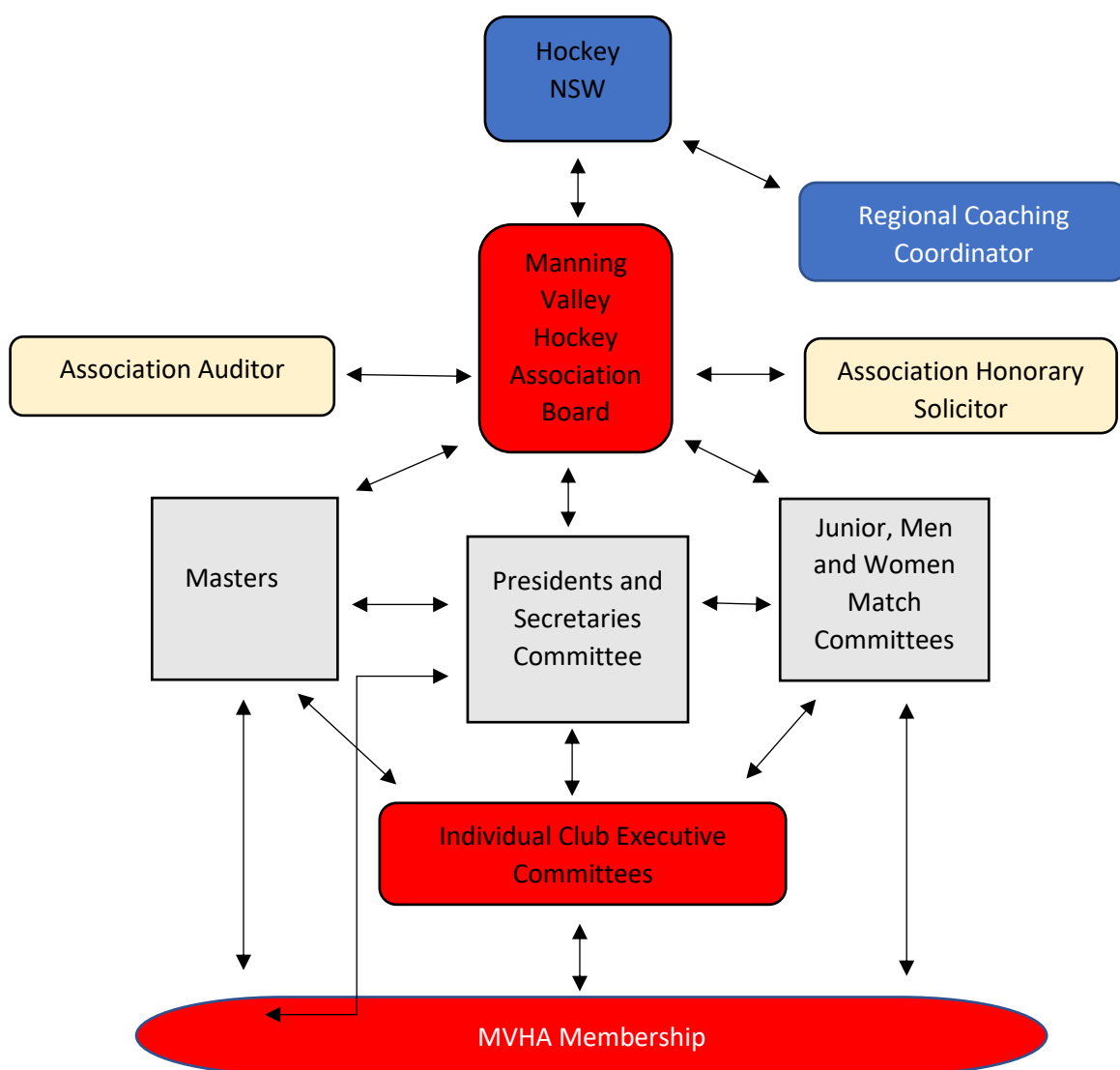
The MVHA is operated by a Board of Management (BOM) consisting of an executive nominated and voted on by all members at The Annual General Meeting and six (6) member representatives.

These representatives take responsibility for the Association portfolios. Portfolios are assigned for a twelve (12) month period based on the elected member's skills and knowledge to enable the best fit for outcomes of MVHA. The President and BOM of MVHA are responsible for the overall governance of the Association.

The Associations other committees consist of:

President and Secretaries committee which involves the Board and the presidents and secretaries of every club meeting monthly to discuss information and decide directions for the association.

Match Committees (Men, Women and Junior); these committees involve a member from each club and meet monthly or as required. They are directly responsible for organising the running of the senior and junior competitions within MVHA.



Board of Management Portfolios:

During the hockey season elected Board Members along with the elected executive assume portfolios to enable effective governance and enable the association to achieve its objectives of focusing on our members, business, game development, communication, performance and facilities.

Objectives	Brief Description of tasks covered in BOM Portfolios
Clubhouse Facilities	Management of the bar and canteen facilities. This includes stock levels; transaction and stock processes; monitor and manage equipment; rostering of volunteers in bar and canteen; liquor licence requirements; training as required.
Business and Finance	Management of all financial details of the Association; Maintain records of all transactions within MVHA; Organise the floats for canteen and bar tills; Transact all payments of invoices as required; Organise annual audit of MVHA finances; BAS statements.
Legal, Governance and Communications	The maintenance and ongoing development of the Board, and the Association's legal obligations. Ensure all actions of the Board and other committees within MVHA are transparent and documented. Maintain current information on all social media platforms involving MVHA; Provide a monthly newsletter; Maintain Revolutionise Sport portal.
Officials Development	Management of the umpires, coaches and other officials required during the season; Organise training and seminars when required; Promote fair play and code of conduct enforcement; Judiciary requirements when required.
Player Retention	Develop and promote junior programs; Plan recruitment activities; Contact for HNSW Regional Coaching Coordinator; Promote the profile of hockey as a sport of choice in the Manning Valley
Turf and Facilities	Maintain the playing surfaces and surrounding areas of MVHA; Coordinate maintenance required; Organise turf rosters for training, championships and games outside the regular competition; Contact for all clubs regarding access and availability of turfs.
Player Performance	Receive information and enquiries regarding State Championships; Provide information packages to elected coaches and officials for representative teams; Chair and direct committee functions for Championships held at MVHA.

Member Clubs:

There are ten (10) clubs associated with Manning Valley Hockey Association

Chatham Wolves Hockey Club

Cougars Hockey Club

Gloucester Hockey Club

Great Lakes Strikers Hockey Club

Sharks Hockey Club

Manning Valley Masters

Taree West Hockey Club

Tigers Hockey Club

Town Hockey Club

Wingham Hockey Club

MVHA Analysis

Many tools exist to analyse the key influences impacting upon the success of Manning Valley Hockey Association. Using these tools allows MVHA to review how our Association is performing and helps identify trends and areas in need of improvement to help our Association grow and strengthen. Results from these analyses help prepare the strategic plan. In preparing our health check the following tools were used:

- Hockey NSW PEST analysis, looking at Political, Economic, Social and Technological forces and trends that affect MVHA.
- Australian Government Club Health Check which analyzes the culture and leadership, decision making, governance and overall vision and mission of MVHA.

To progress with further positive planning for MVHA into the future the following are identified:

- **strengths** which require building on;
- **weaknesses** will require acknowledgment and strategies for improvement;
- **opportunities** which require development and expansion to benefit MVHA and,
- **threats** will require monitoring and strategies to control their impact of MVHA.

<p>Strengths</p> <p>Our Members: evident in the number of volunteers and the variety of skills and knowledge employed in helping run the Association and their passion for the game of hockey.</p> <p>Culture: MVHA and its members provide a welcoming, accepting and engaging environment for all age groups and families.</p> <p>Financial Transparency: through employing online banking and yearly budgets and audits.</p> <p>Facilities: MVHA have 3 artificial turfs all with lighting and a large fully equipped clubhouse and bar providing a premier sporting facility able to host large hockey events.</p> <p>Governance: MVHA is continually updating policies and procedures and enforcing codes of conduct.</p> <p>Location: All games are held at the same location every week which is located near an arterial road.</p>	<p>Weaknesses</p> <p>Communication: dissemination of information from clubs to members and Board to clubs/members can be problematic.</p> <p>Training: player, official and volunteer training opportunities are offered but need to be formalised, publicised and supported by clubs and members.</p> <p>Accreditation: members are reluctant to engage in the ongoing demands of volunteer positions.</p> <p>Role Diversity and lack of member support: volunteer membership often means the same people often volunteer providing inequity in shared responsibility from all clubs.</p> <p>Club Agendas: Clubs often do not have a shared vision in the direction of MVHA and can display a resistance to change.</p>
<p>Opportunities</p> <p>Growth: opportunities exist to grow hockey in the Manning Valley and surrounding areas.</p> <p>Sponsorship: sponsorship offers a partial solution to continuing sustainability of MVHA. MVHA must continue to look for ongoing partnerships and sponsorship.</p> <p>Education: utilise the facilities of HockeyEd and HNSW to upskill our members.</p> <p>Partially Outsourcing the Canteen: developing a mutually beneficial business model to help with the daily running of the canteen on game days.</p> <p>Athlete Development: utilise HNSW and the RCC to develop our hockey players and identify players with talent.</p> <p>Marketing: utilise social media and other digital media to expand the profile of hockey. Use the new facilities for high profile games.</p>	<p>Threats</p> <p>Other sports: there is always a risk of players being drawn to more popular/ high profile sports.</p> <p>Limited player numbers: this is particularly apparent in 15-18yo age group. This age group has many reasons for not participating in any sport, including hockey.</p> <p>Volunteer burnout: complacency by members and continual reliance on the same volunteers causes inequity and burnout and can lead to negativity.</p> <p>Governance: increased demands placed on volunteers e.g. accreditation, WWC requirements.</p> <p>High Unemployment/Low Socioeconomic area: MVHA is very mindful of fees and keeping hockey an affordable family sporting option.</p> <p>Lack of Public Transport: unable to access junior players from Forster and other areas dependant on parents for transport.</p>

Strategy 2018-2021: Strategic Plan for Manning Valley Hockey Association Inc.

Key Performance Objective	Administration	Marketing	Player Participation and Athlete Development	Asset Strategy, Finance and Facilities	Member Engagement and Development of Officials
Definition	Provide effective and transparent Governance to promote hockey in MVHA	Provide platform for profile of hockey to be highlighted in the Manning Valley	Retention of players and adequate development opportunities of players, officials and volunteers within MVHA	Preserve existing assets and acquire new assets. Provide a safe sporting venue with minimal cost to members	Retention of members and increase the number of officials and volunteers within MVHA
Strategic Intent	Develop a structure that allows the Association and clubs to thrive	Develop community ties to supporting the Association to grow the sport of hockey	Attract and retain more people in hockey. Recognise and value the volunteers within the Association	Maintain and utilise effective financial management Create and maintain a high-quality hockey centre that will allow growth in hockey.	Share the responsibility more equally by increasing the volunteer and official's workforce
Objectives and Supporting Strategies	<ul style="list-style-type: none"> i) Produce agendas and minutes of meetings. ii) Maintain social media and web platforms to communicate information. iii) Develop a governance manual including Alcohol Handling; Child Protection; WHS; Position Descriptions; Meeting Charters iv) Produce a monthly newsletter 	<ul style="list-style-type: none"> i) Obtain sponsorship agreements with National Companies ii) Partnership in fundraising for special interest e.g. suicide prevention; cancer charities iii) Provide opportunities for members to fundraise to attend high level hockey tournaments. iv) Provide an area for branded sport specific equipment to be available to members 	<ul style="list-style-type: none"> i) Ongoing commitment to a viable winter senior and junior competition ii) Provide a summer hockey option iii) Integrate indoor hockey with MVHA iv) Adapt and be flexible to changing numbers in juniors v) Provide at least one (1) primary and high school gala day per season vi) Promote local development squads 	<ul style="list-style-type: none"> i) Provide a budget and organise yearly audits ii) Provide a third turf for MVHA members. iii) Extend the clubhouse area for the use of members. iv) Provide high class facilities for use of members and other sporting ventures iv) Maintain a safe sporting venue. v) Decrease costs to the members through using ecological sustainable means. 	<ul style="list-style-type: none"> i) Provide access and promote members to become community qualified coaches and umpires ii) Provide opportunities for coaches, umpires and other officials to update their skills through HNSW. iii) Encourage pathways for members as coaches and officials within HNSW iv) Enable members to represent MVHA and other Associations at State competitions v) Provide training required for members to volunteer vi) Reward members who volunteer their time at MVHA
Responsibility	MVHA President, Secretary and Board Members	MVHA Board Members; Club Executives	MVHA Board Members; Club Executives; HNSW; RCC	Treasurer; MVHA Board Members; Mid Coast Council;	Officials Director; MVHA Board Members; Club executives and members
Feedback Mechanism	Minuted meetings; MVHA Webpage; Published newsletter; Policy and procedures available to MVHA members	Documented sponsorship partners; Increased fundraising activities; Ongoing provisions of hockey shop area on site	Increased registrations in MVHA; Increased player representation at State level	Ongoing financial stability; Financial audit reports; Third turf use in competitions; Increased use of clubhouse outside hockey; WH&S/ incident records	Increased numbers community badged umpires/coaches; Increased representation of MVHA members as officials at HNSW events; Increased volunteer base

Monitor and Review of Strategic Business Plan

The MVHA strategic plan will be monitored and reviewed on a monthly, quarterly, and annual basis. Members of the Board are responsible in their designated portfolios to prepare a monthly written report outlining their activities and advancements or difficulties experienced in response to implementing the current strategic plan. The President in accordance with the Constitution will have overall responsibility to members for implementation and review of the strategic plan and other functions of the Association. The Board will conduct an annual review to take place prior to the end of each calendar year in accordance with the Constitution. As a guide the following review timetable is proposed:

Strategic Planning	Update	Regular Review	Responsibility
Values, Vision, Mission	Six-monthly; as required	Annually	Board of Management
Strategy Formulation	Six-monthly; as required	Annually	Board of Management
Targets and Feedback	Monthly	Annually	Board of Management
By-laws, Rules and Constitution	Annually	Annually	Board of Management
Financial Reports and Plans	Monthly	Annually	Board of Management
Environmental Analysis	Six-monthly	Annually	Board of Management
Resource Requirements and Action Planning	Weekly/ Daily	Monthly	Board of Management
Strategic Plan	Annually	Annually	Board of Management