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|  | Old Canberrans Hockey Club Inc. | |
|  | ABN: 35 294 531 086;  ACT Registrar Assn no: A3091  Web site: http://www.ochc.com.au | c/- Hockey ACT  196 Mouat Street  Lyneham ACT 2602 |

**STRATEGIC PLAN 2019-2021**

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## 1. Introduction

###### 1.1...Formulating OCHC’s Strategic Plan

The Old Canberrans Hockey Club Strategic Plan (2016-2019) has been prepared for approval by the Annual General Meeting on 13 February 2019. It is the successor to the 2016-2018 plan. It will be subject to annual review and revision by the club's committee for presentation to each Annual General Meeting during its life. The Plan stems from committee consultation with the club's members and supporters; also, from Hockey ACT reports and Australian Sports Commission club health checks; and the committee's synthesis and subsequent analysis of the commentary and reports.

###### 1.2. Implementing and Monitoring the Plan

The club's committee is responsible for the Plan’s implementation. The committee will review the Plan annually with input from members as part of the review. After each annual review the updated Plan will be tabled at the OCHC Annual General Meeting, along with the budget for the coming year.

**2. MISSION AND VISION**

**2.1. OCHC’s Mission Statement**

Old Canberrans Hockey Club Incorporated exists for men and women, boys and girls to play hockey. It operates under a constitution registered with the ACT Government.

It is a member club of Hockey ACT (HACT). Through HACT, the local association of hockey clubs, it is linked to Hockey Australia (HA), the national governing body for field and indoor hockey which in turn reports to the International Hockey Federation (FIH).

OCHC enters graded teams in HACT competitions which are coached by Club members. Its members (girls, boys, men and women) are registered through HACT under HA rules. This enables members to access more opportunities, e.g., to represent both within and outside ACT.

**History**

Old Canberrans Hockey Club was founded in 1936, when two teachers, Arthur ‘Curly’ Martin and Les Williams entered two teams from Telopea Park School in the local competition. With the formal establishment of Canberra High School in 1938 the Club adopted the name Old Canberrans with its logo taken from the High School badge. Membership was initially restricted to students, ex-students and teachers of the two schools and for years it fielded men’s and boys’ teams only. The club’s nickname ‘Checks’ came from the distinctive shirt of big black and gold checks, which is still used today. It was initially used to distinguish it from the Club’s other A-Grade team, the ‘Golds’, which in 1947 formed the Waratahs Club. In the 1970s and 1980s there was an active Women’s Club, which was re-established in 1999. About the same time, after a separation of 52 years, the Waratahs Club rejoined Checks, allowing the strengthening of the junior boys’ teams and the establishment of the women’s and junior girls’ teams at that time.

***2.2. OUR VISION: To be a destination club for boys, girls, men and women who want to play hockey well and enjoy the game in a sporting and sociable way.***

***Our members and corporate partners will know us as financially and administratively reliable and efficient. Our coaches and officials will know that we value their expertise and support them in the execution of the duties they have taken on voluntarily.***

# 3. SNAPSHOT OF THE CLUB

## 3.1. Background: ACT Population and Demographics: [Reference: ACT Population Projections 2018-2058. ACT Government]

The ACT’s 2018 population estimate was approximately 448,700.

Between 2017 and 2022 the population aged 19 years and under is projected to remain around 25 per cent of the total and the population aged 20 to 64 years is projected to decline slightly from 62 per cent in 2017 to 61 per cent in 2022. The schools allocated to OCHC by Hockey Act as feeder schools are in South Canberra and Woden, with a forecast of continued but relatively low population growth in those areas. OCHC note with interest the substantial projected population increase in the coming years: firstly, in Molonglo due to planned new land released for the suburbs of Coombs, Denman Prospect, Molonglo, Molonglo Stage 3, Wright and Whitlam and in Woden due to a planned release of further land in Phillip.

## 3.2. OCHC Membership Profile: OCHC members are the men, women, girls and boys who choose to join OCHC to train, play and enjoy hockey in teams managed by OCHC for competitions administered by Hockey ACT. In the last two years OCHC has begun to encourage former players to maintain their links with the club and interest in hockey through a “Black & Gold” membership.

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| **Table 1. OCHC Membership Profile-Winter Outdoor- 2018** | |
| **Membership Category** | **Membership Numbers** |
| 1. Senior Men | 70 |
| 1. Senior Women | 75 |
| 1. Junior Boys | 6 |
| 1. Junior Girls | 27 |
| 1. Hookin2Hockey (Under 7-Under 9) | 20 |
| 1. Registered Alumni and Supporters | 21 |

OCHC also enters teams annually in the Indoor competitions, November- March, attracting some players who have not played in the preceding winter competitions. Overall in a year the membership stands at approximately 225.

During summer months many OCHC players organize themselves and their friends into mixed teams and participate in the Summer Social competitions run by Hockey ACT. The club does not manage the social hockey teams. However, many OCHC members play indoor and social hockey both of which are also the source of some recruits for the formal winter competitions.

## 3.3. Key OCHC Stakeholders

* All members of the club, both junior and senior
* The club's executive & general committee
* The club's patrons, life members, alumni
* The club's sponsors & The Colin Cooper Memorial Foundation
* Hockey ACT; other ACT hockey clubs
* The club's coaches; umpires and all other OCHC officials
* Club supporters, e.g. parents of junior players

## 3.4. Administrative Profile



**3.5. SCORE Analysis** of OCHC ***Strengths, Constraints, Opportunities, Risks*** and ***Expectations****; the* first two being internal to OCHC and the final two being external.

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| **Strengths** | **Constraints** |
| 1. Strong Committee as at 1.01.2019, including individuals with substantial hockey records and relevant admin skills. 2. OCHC executive & coordinators have proven strength in recovery from debt. 3. Coaches are an OCHC strength both for their skill and commitment. 4. Colin Cooper Foundation provides some financial support for young and talented player development. 5. OCHC Capital League Men and Women are currently competitive. 6. SL grades perform well and draw recruits. 7. OCHC offers a full service: across junior and senior leagues, from 5yrs upwards. 8. OCHC sociable as well as competitive. 9. Some sponsorship from active alumni and a current player. 10. OCHC is a registered association in ACT 11. Positive participation in HACT committees and working parties by OCHC members. | 1. Canberra’s population transience for study and work leads to fluctuations in membership. 2. Player injury, sickness and residential change mid-season has an impact on teams. 3. Succession planning and induction required for voluntary club officials. 4. Dependent on HACT IT & admin systems in competition management. 5. Tardy fee payments by members and long-term outstanding debt. 6. Junior recruitment a serious challenge. 7. Player growth impacted by inconsistent technical language and approaches used in coaching across OCHC teams. 8. Insufficient players in some grades. 9. Failure to attract members to umpiring. 10. Volunteer club officials have limited time and resources to devote to the club. 11. Disruption from loss of Club knowledge and skills on retirement of volunteers. |

| **Opportunities** | **Risks** |
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| 1. HACT schools’ allocation for recruiting juniors. 2. Increase reach through website enhancement and other social media. 3. Build on long-term association with Telopea Park School and develop others as identified. 4. Contribute to HACT through OCHC members in its committees etc. 5. Alumni: continue association with past members including the Life Member and Black & Gold groups. 6. Umpiring: increase club umpire numbers and skills in association with OCHC member who is an international umpire. 7. Training provided by ACT Govt. for volunteers in club management. 8. OCHC to be a positive force in the hockey community. 9. To participate positively in HACT consultations for hockey development. 10. Pursuit of further sponsorship. | 1. ACT Registrar-General's and HACT sanctions if we fail in compliance. 2. Reduced Junior playing numbers. 3. Attraction of other sports (e.g. football codes] threatens hockey and club viability. 4. WWVP legislation, member protection and related policies worthwhile but generate admin burdens. 5. Changing socio-economic conditions & work demands reduce availability of volunteers and officials, e.g. umpiring. 6. Changing demographic conditions in OCHC catchment area of South Canberra. 7. Low ACT population affects the viability both Hockey ACT and its member clubs, including OCHC. 8. Hockey ACT and its member clubs collectively have difficulties in meeting the challenges facing hockey in the current times of rapid change in the community and its aspirations and in the sporting world and its financing. |

## 3.6. Financial profile

OCHC is a not for profit sporting association registered with the ACT Government. At this point its income and expenditure is below the requirement for GST registration and is expected to remain so in the foreseeable future. OCHC is maintained and administered wholly by unpaid effort by members who volunteer their services. OCHC income is derived principally from its membership fees. OCHC maintains a solvent financial position and organised and accurate accounting records support meeting timelines to settle obligations. OCHC records support a proactive approach to identify, collect and pursue fees and other outstanding balances due to OCHC. Debtor balances continue to be a challenge for the Club, and the OCHC Committee continue to strengthen a formalised approach to debtor management to minimise default and to maintain fairness to those members who meet their commitments to the Club in a timely manner. No provisions are made in the OCHC annual budget for donations, because, as welcome as they are, they can never be taken for granted.

In 2015 the Colin Cooper Foundation was established by the Cooper family. The Foundation offers financial support to OCHC to nurture the development of talented and young members of the Club. Independent financial records of the Foundation are maintained and incorporated within the consolidated OCHC accounts.

**4. The Way Forward**

**4.1. Expectations**

1. We shall always keep in the forefront that the club exists for young and old to play hockey well for their optimal enjoyment of the game and the companionship.
2. We shall strive to make use of technology for smarter management of our club and for developing the skills of our players
3. We shall drive towards better teamwork, on and off the field, and always respect and enjoy the company of our fellow members and of all others who play and follow hockey.
4. We shall strive to be good citizens in the general community, as well as in the hockey community, and to contribute proactively to the development of the local association.

# 4.2. Guiding Principles

* Encouraging participation and enjoyment in hockey at Club, senior and junior levels throughout the ACT and surrounding areas.
* Respecting and valuing the contribution of all members with a focus on strengthening the Club as more than a collection of teams;
* Promoting excellence, integrity and competitiveness in playing and administration;
* Maintaining First Grade teams in the men’s and women’s competitions;
* Having a debt free budget with fees for Club members remaining competitive;
* Developing the club's services, e.g. in coaching, through judicious fund-raising, to meet the demands of modern sport;
* Operating within parameters determined by the Club’s constitution, Hockey ACT, AHA and Government authorities;
* Endeavouring to make provision and opportunity to play, particularly for youngsters who might otherwise be unable to play,
* Maintaining an awareness of general trends, by no means confined to OCHC, such as:
  + The decline in numbers in junior hockey, especially boys,
  + the growth in veterans’ hockey for both men and women,
  + needs of the variety of players: developing, elite, social players, adult beginners,

as well as changes in the game and rules,

* + In today's world, few can regularly volunteer many hours to the club.

**5. ACTION PLAN**

**5.1. GOAL: Maintenance of current OCHC viability and ethos**

**5.2. THE TASK**: Within the framework set out above, OCHC will continue to operate in accordance with:

1. The OCHC constitution;
2. The requirements of the ACT Government for sporting associations;
3. OCHC policy, as determined and reviewed by the general committee;
4. Hockey ACT requirements, such as, by-laws, rules and sporting codes;
5. The Expectations and Guiding Principles outlined immediately above in 4. The Way Forward;
6. With equal due consideration to the needs and wishes of its members and those interested in becoming members.

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| Timeframe: | 2019-2021 |
| Resources: | Membership fees, occasional sponsorship and donations, volunteer effort by OCHC office-bearers and other members. |
| Responsibility: | OCHC office-bearers & officials with support from members as a whole. |
| Key Performance Indicators | OCHC annually meets the compliance requirements of ACT Government and Hockey ACT.  OCHC nominates, trains and fields teams to meet members’ requirements and Hockey ACT regulations.  OCHC teams are competitive: the yardstick for strong teams being progression to finals, comparative competition advancement annually, and development of teams newly entered in competitions.  OCHC policy is reviewed regularly and revised so that it remains consistent with that of Hockey ACT, continues to meet the Club’s needs, and is commensurate with the size and membership of OCHC.  OCHC social functions are well attended by the membership across the whole Club.  OCHC players are selected for ACT representative teams, and to join elite squads and camps.  OCHC continues to provide adequate communication services.  OCHC participation in HACT committees and working parties. |

**5.3. GOAL: STRENGTHENING OF OCHC**

**5.4. THE TASKS**: To maintain its position as a strong member club of Hockey ACT, OCHC has decided that it must improve its provisions and performance in the following areas during the 2019-2021 timeframe of this strategic plan:

**Recruitment**: strategies, implementation, review; particularly for Juniors’ recruitment;

**Fees collection**: continue the excellent work done in fees collection and debt recovery during the term of the preceding OCHC Strategic Plan 2016-2019;

**Communications**: continue the improvements of recent years to ensure that OCHC communications, within the constraints of its size and finances, is efficient and effective;

**Coaching**: ensure that there is a consistent and up-to-date approach to coaching across OCHC grades

**Skills Assessment of players**: review, analysis and simple guidelines for skills assessment of players;

**Umpiring**: put in place a basic OCHC umpiring program for recruiting, developing and monitoring OCHC umpires;

**Arthur Martin Academy**: conduct the Academy on an annual basis with broader Club support, as the pilot sessions run in earlier years proved productive, but relied overly on individual rather than club effort;

**Information package for sponsorship**: production of a smart and polished information package available to hand to those interested in sponsoring OCHC

**Partnership with LIVIN and other community initiatives**: for players’ wellbeing

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| Timeframe: | 2019-2021 |
| Resources: | membership fees, occasional sponsorship, volunteer effort by OCHC office-bearers & other officials |
| Responsibility: | OCHC office-bearers & officials with support from members as a whole |
| Key Performance Indicators | Recruitment: A stable set of OCHC Junior and Senior teams.  Fees collection: Timely payment of fees by all members with members proactive in accepting personal responsibility.  Communications: website is a stable focal point requiring minimal maintenance; and effective multi-channeling through Facebook, email, apps, etc.  Coaching: reports from coaches and players and grievances handled. An OCHC coaches’ forum would be a positive indicator.  Skills assessment of players: simple agreed policy statement on assessment areas and benchmarks.  Umpiring: simple agreed policy statement on OCHC umpiring.  Arthur Martin Academy: successful sessions of the Academy in 2019-2021.  Sponsorship Package: Package produced and rated successful by OCHC Committee.  Players’ wellbeing: club morale sound and individual members under stress recognized & assisted. |