



Strategic Plan: 2019–2023

Effective: 31/10/18

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Welcome

Caroline Springs Hockey Club is the newest club dedicated to developing players within the growth corridor, primarily encompassing Caroline Springs, Deer Park, Rockbank (Thornhill and Woodlea Estates), Plumpton and Sydenham.

Within the growth corridor of Melton these outer suburban regional areas are expected to have a projected population ranging from 130,000 to 168,000 residents by 2021 (Source: City of Melton – Population Forecast 2016).

As a popular sport, hockey is recognised as being underrepresented in the western growth corridors of Melbourne. With Hockey Victoria addressing the need for additional clubs in western metropolitan Melbourne, the Caroline Springs Hockey Club is committed to the development of social and representative hockey.

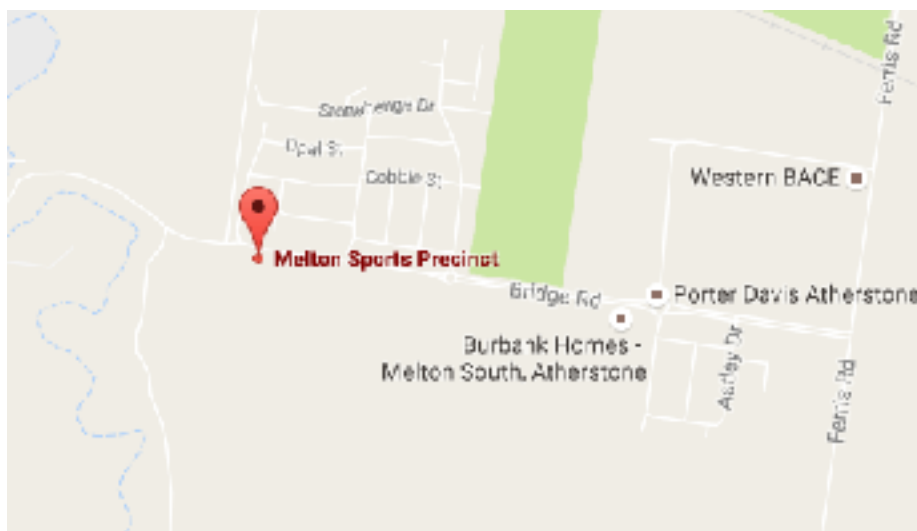


1. Club Details

Club Name: Caroline Springs Hockey Club Inc.
Establishment Date: 19th September 2016
Incorporation Number: A0097053G
ABN Number: 75 702 604 983
Is the club registered for GST: No
Period of time covered by club plan: June 2017 - October 2021

Physical Locations:

Club Address: Bridge Road Sports Precinct, Melton South



Postal Address: PO Box 3514, Caroline Springs, VIC 3023
Phone: 0415 112 742
Committee Meetings (Monthly): Springside Children's and Community Centre,
Caroline Springs, VIC 3023

Internet Presence / Social Media:

Website Address: www.carolinespringshockey.com
Email Address: secretary@carolinespringshockey.com
Facebook: CarolineSpringsHockey
Twitter: CS_HockeyClub

Instagram:

CarolineSpringsHockey

Contact Details

Name	Role	Contact Details
Kathy Jungfer	President	0418 137 718
Ron Shadbolt	Vice President	0400 530 655
Jessica Spence	Secretary	0415 112 742
Mark Fitzgerald	Treasurer	0450 232 225
Doug Takano	General Member	0423 472 575



2. History of the Club

Caroline Springs Hockey Club was incorporated in September 2016, by a group of hockey enthusiasts living in and around the City of Melton.

The group identified that there was a need to form an organisation that will give an opportunity for children in the Caroline Springs and the greater City of Melton to experience an Olympic sport, where there was little or no engagement evident.

Following discussions with players, supporters and potential sponsors, a feasibility study was prepared using the data from City Of Melton and Hockey Victoria (HV). Following discussions with the local council the club was able to secure a training slot at the Bridge Road Sports Complex. Meanwhile a series of discussions with HV allowed for the preparation and subsequent incorporation in September.

With a critical mass of “founding” members, it was evident that an appetite for hockey exists within the region, and as well as a state-of-the-art hockey facility in Melton South, Caroline Springs Hockey Club was born.

With a commitment to Junior development and inclusive participation, the values, vision and mission of the Club will lead to a renewed interest in the sport within the Western growth corridor, ultimately leading to the future development of the Melton City District Hockey League.



3. Club Position

3.1 Mission Statement

Caroline Springs Hockey Club will provide an excellent instructional and competitive environment aimed at developing highly competitive hockey players.

3.2 Vision

Caroline Springs Hockey Club is committed to the development of hockey within the greater western Melbourne area. Our club will seek out international best practice to develop our players, coaches and officials to best prepare our members for zone, state and national representative teams.

3.3 Values

Value	
Integrity	All members of the club will conduct themselves with the highest regard for integrity. The committee will operate with a transparent management process with regards for all members and their families.
Professionalism	We will pursue excellence in what we do. Whether as a player or administrator we will strive to be the pinnacle of the sport in everything we achieve.
Respect	All people will be treated with respect regardless of race, sexuality, preferences, or social-economic backgrounds. On-field and off-field respect is paramount.
Enjoyment	We love the sport, we love the people, we love the culture. Live it! Breathe it! Play it!

4. Club Management

4.1 *Committee of Management*

Convened on the 19th of September 2016, the membership of the club established the committee of management.

Position	Responsibilities	Name
President	To chair meetings, oversee all tasks and delegate responsibilities. To represent the club in the community.	Laura Brown
Vice President	To provide support to the president and assume the responsibilities of the president if they are absent.	Kathy Jungfer
Secretary	Maintain communication with members, committee, local community, state and national bodies. Receive and distribute correspondence. Record and check registrations of members.	Jessica Spence
Treasurer	Maintain the accurate financial business of the club.	Mark Fitzgerald
Member	General Member.	Ron Shadbolt

4.2 *Critical Club Function Roles:*

In supporting the committee of the club supporting roles will provide specialist guidance related to their area of representation. These roles are aligned to the LEC guidelines.

Role	Responsibilities	Representative
Junior Section Manager	Manage all activities involving junior members of the club	Melissa Lake
Seniors Manager (Men's, Women's and Master's)	Manage all activities involving senior players of the club	Ron Shadbolt
Social and Fundraising Coordinator	Coordinate all social and fundraising efforts.	Megan Shadbolt

Media & Communication Coordinator	Coordinate all media and communication, including website and social media responsibilities.	David Gorton
Coaching Coordinator / Zone Committee Representative Coordinator	Coordinate coaching requirements and coach development plans. Coordinate zone representation requirements.	Jessica Spence
Umpiring Coordinator	Coordinate all umpiring requirements including umpire development.	
Intra-Club Coordinator/ Hookin2Hockey Coordinator	Coordinate intra-club operations as well as Hookin2hockey programs within school environments.	Melissa Lake
Member Protection Information Officer/ Inclusion Ambassador	Providing information about a person's rights, responsibilities and options to an individual making a complaint or raising a concern. They can also provide information and advice to sport administrators and complaint handlers.	Narelle Shadbolt and Jarrod Clough
Facilities Coordinator (Canteen/ Facility)	Coordinate activities in relation to canteens and playing facilities.	Vacant
Sponsorship Coordinator	Coordinate, maintain and develop sponsorship programs for the club	

4.3 Other club functions

Upon endorsement by Hockey Victoria, the committee will seek to fill the following roles.

Role	Responsibilities	Name
Canteen Manager	To coordinate all canteen operations including purchasing, stock-take, rostering and reconciliations.	Vacant
Web Site Manager	In conjunction with the media and communications coordinator update the website and maintain the standards established by Hockey Victoria.	David Gorton

Club Analyst	Monitor and update all statistics of all club members and maintain up-to-date records.	Ron Shadbolt and David Gorton
Fitness Coordinator	Provide guidance to players and coaches to improve physical capabilities of players leveraging off scientific foundations.	
Club Physiotherapist	Provide physiotherapy services to players to reduce injury occurrence and provide assistance in recovery.	
Club Masseuse / First Aide	Provide post-game recovery support to players.	

4.4 Coaching and Playing

- The club will be establishing proper strategies for club members to develop their skills and be an active part of the greater hockey community.
- In line with Hockey Victoria's strategic plan 2017- 2020, Caroline Springs Hockey Club makes a commitment to:
 - Maintain a minimum of 10% of club membership as accredited, registered and active coaches.
 - Maintain a minimum of 10% of club membership as accredited and active umpires.
 - Increasing female participation within the club to represent 50% of players, board members, umpires and coaches.

Current Club Committee Members, Officials and Umpires	
Accredited, registered and active coaches	
Community Coach	6 (4 female)
Level 1	2 (1 female)
Level 2	1
Accredited and active umpires	
Community Umpire	4
Current Committee Members	5
Females	2

4.5 Club Financial Structure

Caroline Springs Hockey Club has established Xero as a financial management package. Xero is a cloud-based accounting system, which will be able to meet all requirements for reporting to all members of the club. The Treasurer will provide reports on a monthly basis including:

- Profit and Loss
- Balance Statement

4.6 Technology in the Club

The club will be engaging various subscription services for communicating with the club community and affiliates including:

- TidyHQ
 - Portal for managing memberships, member details, storing data and basic reporting.
- Team App
 - Is a suite of applications used within a club environment for enhanced communication, membership management and coordination efforts for all members.
- Xero
 - Is a web-based cloud accounting package that exceeds the requirements of an incorporated body for financial reporting.
- AltiusRT
 - Player database of all statistics for players.
- Weebly Website
 - Is a free website development tool that will be used for updating club information and meeting the requirements of the LEC.
- Social Media (Twitter/Facebook/Instagram)
 - Caroline Springs Hockey Club will maintain a strong presence online using a variety of social media platforms.

The Club will also use team and player analysis as one of many tools to improve team and player performance i.e.

- 'Technique' App to analyse player skills
- Data collection from matches to look at entry points, turnovers, systems structures etc.
- Video analysis of offensive and defensive PC's of team and opposition. Players will access this information via a secure system called 'Mega'

5. Hockey in the Western Region

5.1 Current Position

The City of Melton is experiencing significant growth prospects over the next 10 years, with growth of between 130,000 to 160,000 residents. Additionally, there is an expected growth of approximately 700 new players in this time. (0.7% participation per 1000 people)*.

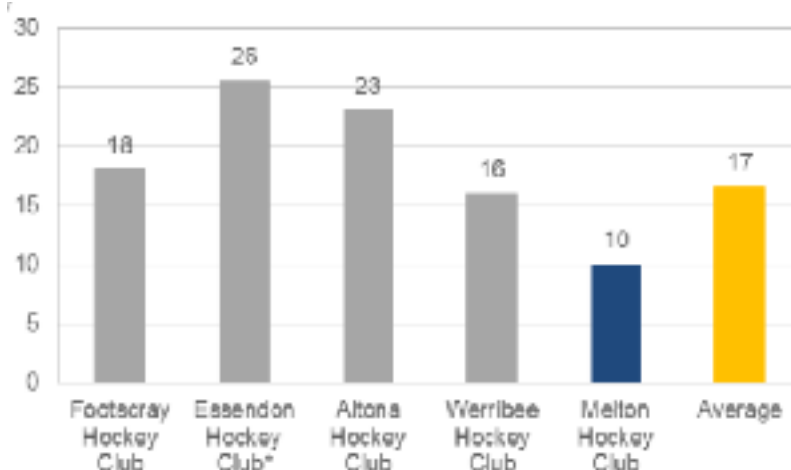
<http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/4177.02013-14?OpenDocument>

“Hockey participation in Melton and the wider metropolitan western region is expected to grow by 28.5% (or an additional 3,086 participants) to reach a potential market of 13,896 by 2025. The Shire of Melton alone is expected to contribute 14.9% to the regional market for hockey by 2025.” (Source: Melton Shire Council Relocation Feasibility Study 2012)

5.2 Facilities

Caroline Springs Hockey Club have consulted Melton City Council in relation to using the Bridge Road Complex. This complex has state-of-the-art facilities including field, changing facilities, and umpire facilities.

Based around the teams-to-pitch ratio, the Bridge Road Complex (Melton Hockey Club) is 7 teams below average suggests that there is ample growth opportunity for Caroline Springs Hockey Club as an additional club to operate from the same facility. Caroline Springs Hockey Club has also negotiated with the City of Melton for a site (Springside Recreation Reserve: 2 soccer pitches) to run an U12 juniors program ‘U12 Springers Series’ during term 2 for 2019.



5.3 Recruitment Area

We recognise the importance of a Memorandum of Understanding (MOU) for CSHC, particularly when establishing within a geographical area with boundaries shared with neighbouring clubs (Melton Hockey Club and PEGS Hockey Club).

Caroline Springs Hockey Club would like to target Caroline Springs, Hillside, Taylors Hill, Burnside, Plumpton and Deer Park initially. The Rockbank(Aintree) area is also of interest as it becomes developed over the next 10 years. The proposed recruitment area consists of 94,500 residents with 15,744 of these residents, children, who would be targeted as part of our youth development initiative. A breakdown has been provided below for current population of each suburb that will be targeted as part of a recruitment campaign.

Suburb	2018	Children (b e t w e e n 5-14)	2026	Children (between 5-14)*
Caroline Springs	25628	4530	24755	3501
Delahey*	4224	1606	4497	N/A
Sydenham*	4722	1631	4921	N/A
Burnside/Burnside Heights	11500	1600	13040	1907
Deer Park*	5994	1638	6158	N/A
Hillside	17022	2720	15312	1924
Taylors Hill	16416	3050	13683	1812
Fraser Rise	6663	420	12635	2421
Aintree	1873	19	12227	2097
Total	94,500	15,744	91652	13662

Current statistics from target area (<http://forecast.id.com.au/melton/population-summary> *Source: AustralianSuburbs.com.au))



5.4. Population Demographics

Our club is now 2 years old and it has become apparent that we have a large Indian community that has established itself in the City of Melton. Hockey being an Indian National Sport, 20% of our membership come from an Indian background. The 2016 Census indicated that 5% of Melton's population is Indian. The club has developed a program to be inclusive of all based on the City of Melton's 'A City for all People'

5.5 Social Inclusion

Social inclusion is about making sure everyone is able to participate as valued, respected and contributing members of society. It is also about the acceptance and equal treatment of members of the wider community regardless of their gender, gender identity, sexuality, age, disability, religious or cultural background, or other attributes that may lead to people feeling excluded or isolated.



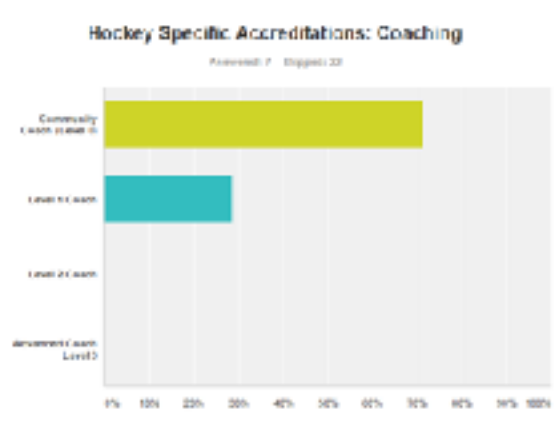
6. Action Plans for Club Development

6.1 Junior Development

- Explore options for juniors to be exposed to hockey. (H2H and 'Game on', supporting local council Initiatives.)
- Collaborate with local schools in Caroline Springs in the development and recruitment of players.(Assist with school 2 day carnival in May 2019)

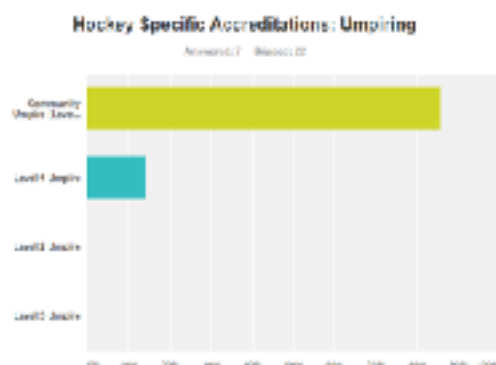
6.2 Coach Development

- To achieve and maintain the Hockey Victoria benchmark of 10% for the club.
- Explore pathways and development opportunities for coach development.



6.3 Officials Development

- To achieve and maintain the Hockey Victoria benchmark of 10% for the club.
- Explore pathways and development opportunities for umpire development.



6.4. Deliver structured player coaching sessions in line with HV/HA delivery standards.

6.5 Club Sponsorships / Partnerships

- The club will develop sponsorship, grants (local, state and federal) and community partnerships to support the existing subscription model. Caroline Springs Hockey Club believes that the current subscription model is not sustainable and there is a need to look at alternative methods of financing.

6.6 Hockey and Club Promotion

- The club intends to continue to build partnerships with local organisations to develop a reputation in the community focused on raising the profile of both the club and the sport.
- To reinforce and promote that field Hockey is one of the most gendered balanced sports in Australia. (47% Women; 53% Men)* <http://www.roymorgan.com/findings/6321-gender-balanced-sports-and-activities-march-2015-201507020056>
- That communication to the general community about Caroline Springs Hockey Club be Multi - Lingual, making use of traditional methods but also making use of a variety of Social Media formats.

7. Action Plans for Club Growth

7.1 Junior Teams

- Based on initial expectations, Caroline Springs Hockey Club has created 1 under-10 mixed team, 1 U10 Girls team and an U12 Mixed team for its second year. Caroline Springs Hockey Club recognises the importance of a junior development program and expects to grow its junior competition teams by a minimum of one team every year from incorporation. To assist with this, the club will run 'U12 Springer Series' at Springside Recreation Reserve (Caroline Springs) throughout term 2 each Thursday evening.

7.2 Women's Teams

- The club has sufficient members for two full senior women's teams for its 3rd year.
- The expected growth within the future is to have the club fielding a primary (VL2) and reserve squad in various leagues simultaneously.

7.3 Men's Teams

- Caroline Springs Hockey Club has sufficient numbers to field two men's team.
- The expectation over the short term is to recruit and train sufficient members to field a VL3 and reserve team in various leagues simultaneously.

7.4 Master's Teams

- Caroline Springs Hockey Club has sufficient numbers to field one master's team.
- Caroline Springs Hockey Club's goal is to establish a women's master's team also.

7.5 Social Competition

- It is Caroline Springs Hockey Club's goal to develop a social hockey tournament, that operates independently throughout the year, where players can register for a social short-term commitment.

7.6 Volunteers/Social Members

- To create and build a resilient club we need to be proactive in establishing meaningful opportunities for members who do not play hockey. Community involvement is seen by Caroline Springs Hockey Club as a way to assist in creating a healthy local community.

8. Revenue Development

The Caroline Springs Hockey Club accepts that for continued growth of suburban hockey a sustainable financial model is required. We are expecting over the short term to explore and assess feasibility of alternatives to the standard fee and fundraising structures of most other clubs to stabilize revenue and improve financial outcomes.

8.1 *Membership Fees*

- The Caroline Springs Hockey Club will have a fee structure for junior members and senior members.

8.2 *Canteen*

- The club has access to an industrial kitchen at the Bridge Road Facility; this will be used to develop additional income.

8.3 *Fundraising*

- The club will have an established fundraising committee involving a member of the committee and a specialist coordinator for running events and social activities that derive additional sources of income. (Bunnings BBQ's and Club Trivia night)

8.4 *Sponsorship*

- The club has appointed a Sponsorship Coordinator that will be responsible for the promotion of the club and generate revenue from sponsorship and advertising relationships with organisations within the Caroline Springs area. This will be effective from 2019.

8.5 *Community Consultations*

- The Caroline Springs Hockey Club is going to assess the feasibility and develop a school program within the local area, running workshops for teachers that are involved with hockey within schools. Providing professional development and exposure to current methods, rules and developments. These workshops would be offered to local professionals at a per-head cost. Additionally, these workshops can be used to promote the club and recruit members primarily for junior players.

8.6 *Social Competition*

- The Caroline Springs Hockey Club will assess the implementation of a social competition. Players on a short commitment can be engaged to play hockey over a specific period of time.

8.7 *School Holiday Sports Programs*

- The Caroline Springs Hockey Club will assess the viability of the development of a school holiday program where networks established with various clubs and groups within the local community get together to provide an experience for various sports to be integrated through a week program on school holidays.
- This style of program would be able to motivate a fitness lifestyle within participants. With various teachers and educational professionals, this program could be structured to suit specific age groups enhancing the effectiveness of the recruitment of hockey players.
- We will also work with Melton City Council with its “Get Activated, Stay Motivated” program that operates during school holiday breaks to again introduce hockey to juniors.



9. Accountability

9.1 *MOU*

- Caroline Springs Hockey Club to meet the requirements of the MOU agreed to with Hockey Victoria as signed on the 23rd January 2017.

9.2 *Annual General Report*

- Caroline Springs Hockey Club be assessed against a set of Benchmarks and these are to be outlined in the Annual General Report to members and to Hockey Victoria as required by LEC.

9.3 *Monthly Board Meetings*

- Caroline Springs Hockey Club to provide monthly board meetings (1st Monday of the Month) open to all members. Minuted documents will be forwarded to all members.

9.4 *SWOT Analysis*

- Caroline Springs Hockey Club to carry out a SWOT Analysis of all senior club members to provide direction of the club based on researched information.

9.5 *Parent Survey*

- Caroline Springs Hockey Club to survey parents of Juniors to assess where we need to improve and again assist with club's direction.

9.6 *Melton City Council*

- To maintain a close liaison with Melton City Council and appropriate Council Members.

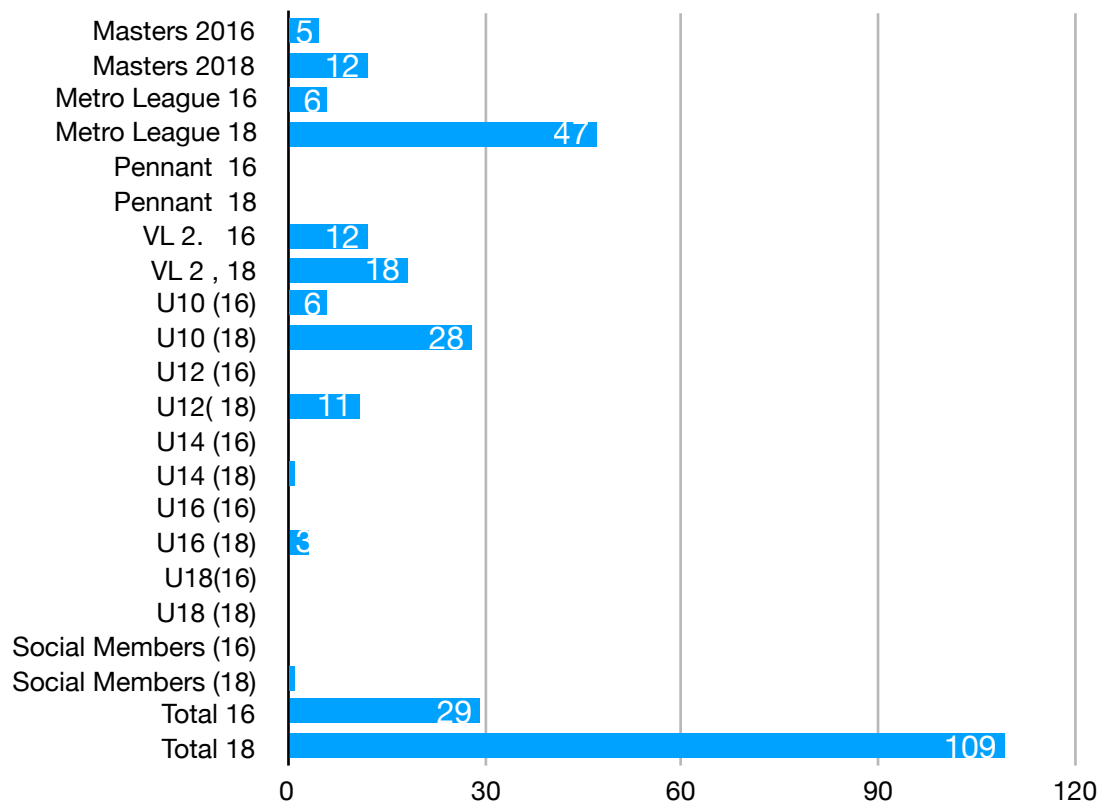
9.7 *Club Records*

Club Secretary to maintain thorough membership records that will assist the club to target specific sponsorships, grants and other promotions that will assist the club.

Appendix 1 – Player Base: Initial Numbers & targets for 2019

Date	Initial Numbers October 12 th 2016	Targets for 2019 (Numbers for 2018, 109)
Total number of Members	29	120
Age group catered for		
Juniors:	6	45
Seniors:	24	65
Masters:	5	10
Facilities offered:	Nil	Bridge Road Sports Precinct, Melton South Springside Reserve, Caroline Springs
Programs Offered:		
a. HV Roadshows	a. Nil	a. Targeted School: i. 2019: Sydenham Hillside Primary School and Koroit Creek Primary School ii. 2019: Bacchus Marsh Grammar (Rockbank Campus) and Southern Cross Grammar iii. 2019: Springside Primary School and Caroline Springs College
b. H2H	b. Nil	b. Targeted Location: i. 2019 Term 1: Springside
c. U12 Springer Series	c. Nil	c. Targeted Location i. 2019 Term 2: Springside Reserve
Grades/ Competition entered in 2017		
Juniors:	2 teams	HV U10 Boys(2),U10 Girls, U12 FF (4 teams)
Seniors Men:	1 team	VL3, Metro B (2 teams)
Seniors Women:	2 teams	VL2 and Metro B North-West (2 teams)
Masters:	Nil	C Grade 35yrs + (1 team)

Members Profile 2016/2018



Members as at October 1st 2018 and the highest level of competition participation

Appendix 2 – LEC Compliance

LEC Item	Status
Constitution	Completed 19/9/2016 and will be available on website.
Club Finances	<p>Completion due 31/10/2017:</p> <ul style="list-style-type: none"> • Previous year's Annual Report, including Annual Financial Statements lodged at the AGM will be made available to HV. • Annual statements approved at an AGM will be provided to HV and available online through the website. • Club has a current Financial Management Policy (or similar), including the advice of dates of the Club's financial year and Fees Policy (Fees Policy will be displayed on website). • Financial management policy is established and will be available on club website. • Club has an active Finance Committee, and can provide minutes of the last three meetings. • A Finance Committee will be established upon endorsement by HV. Minutes and reports will be available on the website. • Club has a current Authority confirmed by the Club's bank for minimum of two signatories to authorise key banking matters on behalf of the club (for example: authorise electronic bank transactions, open/close accounts, etc.). <ul style="list-style-type: none"> ○ A compliant system has been set up meeting all the requirements using Xero and Commonwealth Bank Systems. ○ Club has a current Cash Management Protocol.
Policies	<p>Compliant as of 02/11/2016 and revised September 2018 and available on the website:</p> <ul style="list-style-type: none"> • Social Media Policy – adopted HV policy • Member Protection Policy – adopted HV policy • Codes of Behaviour – adopted HV policy • Staff and Volunteers Policy – adopted HV policy • Junior Policy – adopted HV policy

Diversity	<p>Gender diverse committee – compliant 19/9/2016</p> <p>To be addressed September 2018:</p> <ul style="list-style-type: none"> • Dedicated community program for people with disability. • Dedicated community program for migrant or newly-arrived communities. • Dedicated social mid-week participation opportunities (e.g. mid-week mum's competition, veterans).
Support of HV Initiatives (and relevant HA initiatives as required)	To be endorsed and supported in line with HV schedule

