

# BELLBOWRIE HOCKEY CLUB



## 2010 STRATEGIC PLANNING REPORT

Produced by  
**RSC Solutions**  
for  
Bellbowrie Hockey Club  
Management Committee 2010



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## **“STRATEGIC PLANNING REPORT” 2010-2012**

### **RECOGNITION**

This project would not have been possible without the support provided by the Department of Communities (Sport and Recreation Services) through the Club Development Program. This funding initiative enabled “the Club” to facilitate a process that would develop and implement effective organisational improvement. RSC Consultancy wishes to recognise the Club Committee and Members’ commitment to this planning process, the Members’ enthusiasm to embrace change and recognise the Club’s successes and challenges which has enabled us to develop a realistic and achievable framework.

### **EXPECTED OUTCOMES**

RSC in conjunction with “the Club Members and Committee” determined if planning success was to be realised the Club would be required to modernise its infrastructure and management in conjunction with the planning process. Hence it was determined that this planning process would be supported by Modern Club Management practises including a full constitutional review.

### **EXECUTIVE SUMMARY**

The key objective of the planning activity for this Club was to assess the current status and performance of the organisation and what impact the findings would have on the longevity and future of the organisation under current circumstances.

This method of assessment revealed that the organisation’s success can be directly attributed to *a few dedicated and highly motivated volunteers and their ability to work together as a team*. Therefore the strategies provided under this report are designed to support an infrastructure that ensures individuals and/or the Club are not set up for failure in the future.

The **positive findings** from the investigation of your Club’s current position are a reflection of the hard work and dedication of the current Committee and club helpers. The audit process found that the overall performance of the Club is currently very high though historically that has not always been the case. Hence the challenge is to ensure that this success continues.

It is imperative that a system is developed that is bigger than any one individual and the Club looks to the system not the individual for correction when issues arise. The Club’s success and longevity cannot continue to be the responsibility of a few.

The consensus of these individuals is that they want to ensure that they leave the organisation in a stronger position than when they found it.



Hence this planning process will provide the Club with the framework and strategies to ensure there is a process in place that assures the good work performed by the Committee and its volunteers is sustainable into the future irrespective of changing personnel.

The process utilised by RSC was to gather a snap shot of the Club’s current position and conduct an investigation of other environmental factors that exist now and are expected to impact future performance. This was achieved by:

1. Conducting a comprehensive environmental scan
2. Looking at the current demographics of the community and club members
3. Auditing the Club’s governance, organisational performance and facilities
4. Identifying the strengths and potential opportunities for the Club in the future
5. Identifying the limitations, weaknesses and any potential threats
6. Isolating the key issues and solutions offered

## SUPPORTING INFORMATION

### CURRENT PERFORMANCE

The workshop participants considered the effectiveness of the Club’s management, governance, programs and services provided on and off the field of play. It was during this process that a SWOT analysis was conducted to determine the internal, external, positive and negative influences on club performance.

### SUMMARY – CLUB’S CURRENT PERFORMANCE

Area	Specific Detail	Effectiveness	+/- Issues Raised
<b>Governance</b>	Old rules	Okay	<ul style="list-style-type: none"> <li>• Imperative the Association Rules and structure are modernised</li> </ul>
<b>Committee</b>	<b>Performance</b> Hard work for the Committee members	Effective	<ul style="list-style-type: none"> <li>• Training and Committee succession</li> </ul>
<b>Financial</b>	<b>Status</b> Healthy Very sound financials	Effective	<ul style="list-style-type: none"> <li>• Needs to continue</li> </ul>
<b>Participation</b>	Adults 106 almost equal m/f	Effective	<ul style="list-style-type: none"> <li>• Focus on 18/'s &amp; Vets participation is an issue requiring the clubs attention</li> <li>• Improve the pathway development to Div 1</li> <li>• Improve links with Hockey Qld &amp; Regional association programs</li> <li>• More qualified technical personnel</li> </ul>
	Juniors 70 girls & 30 boys	Effective	
	Social Club social activities are priority	Effective	
	Volunteers Technical Volunteers		
<b>Club Success On the Field</b>	Club	Successful	<ul style="list-style-type: none"> <li>• Link to IHA to assist with our club players development</li> </ul>
<b>Facility</b>	No facility Responsibility		<ul style="list-style-type: none"> <li>• No asset management plan in place</li> <li>• No control of the management issues at clubs training facility</li> </ul>
	Equipment	High standard of equipment	



**SWOT FINDINGS (2009)**

<b>INTERNAL STRENGTHS</b>	<b>INTERNAL WEAKNESS</b>
Fun	Infrastructure and support
Social/ Family	Low social economic area
Juniors and Seniors (male and female)	Lack of volunteers
Diversity	More roles
Friendly club	Not enough people
Coaches /Player (attitudes/ standard)	Drop skills due to the lack of trained coaches
Committee's energy and commitment	Time burn out
Supportive club	Structures
Junior development	Policies / procedures
Local competition is close	Pathways to Brisbane competition
Growth area	Community competition impacts
Sport has a high profile in local schools	Not clear on club culture
Sport has good pathways	
Great community	
<b>EXTERNAL OPPORTUNITIES</b>	<b>EXTERNAL THREATS</b>
New RCD	Regional Association
Sponsors	Surroundings -Low Social Economic
Grants	Lack of Competition
Council/Fair	No Under 18's
Regional activities Ipswich markets	Not in Local Ward

**SWOT AND ENVIRONMENTAL SCAN**

The SWOT and environmental scan determined that the Club would need to ensure:

1. The Club's culture is reflected in the decisions, programs and services provided.
2. The Club utilises modern strategies when developing and managing their clients' products, programs and services and ensuring these strategies are within the Club's financial capacity.
3. The Club continued to understand and reduce the Club's internal weaknesses and external threats as a matter of priority in this planning cycle.
4. The Club continued to further develop its strengths and make use of opportunities as they present themselves.



## CLUB CULTURE

To provide our members fun, friendly, competitive participation opportunities.

## CLUB VISION

<b>TEAM WORK:</b>	To work together as a team to deliver high quality service to all
<b>SYSTEMS:</b>	If a problem arises we will look for a system correction before we look for a people correction
<b>DELIVERY:</b>	Our service delivery will be client focused & we will deliver our service in a friendly safe environment
<b>COMMUNICATION:</b>	We will be our key focus

## CLUB VALUES

<b>PROVIDE</b>	Provide the resources both human & physical needed to assist our people to be effective on & off the field of play
<b>PARTICIPATION</b>	Ensure our Club environment promotes success from within by providing our people with the support required to be successful & continue to provide healthy physical activity opportunities for the community
<b>GROWTH</b>	Ensure our services reflect our clients' needs & delivery is supported by progressive thinking & modern actions
<b>RESPONSIBILITY</b>	Utilise the strategic & operational objectives set by the collective to manage our focus & realise our success

## CLUB FOCUS 2010- 2012

CRITICAL SUCCESS FACTORS		FUTURE OBJECTIVES IN PRIORITY ORDER
<b>1</b>	<b>CLUB DEVELOPMENT</b>	<b>Club Development</b> a) Resource Strategy b) Governance c) Communication
<b>2</b>	<b>TECHNICAL DEVELOPMENT</b>	<b>Volunteers</b> a) Support & Management b) Standard
<b>3</b>	<b>CLIENT SERVICE</b>	<b>Community participation opportunity –</b> a) Targeted participation strategies b) Marketing club products and services



## IDENTIFIED HIGH PRIORITY ACTIONS

### PRIORITY FOCUS 2010 -2012

The following objectives define the priority focus and the strategy intent for the plan. With clear objectives and intent the organisational success is greatly improved.

### STRATEGIC OBJECTIVES INTENT

<b>1. CLUB MANAGEMENT</b>	<b>1 Resource Strategy</b>	<b>Increase Revenue &amp; Resources</b> <ul style="list-style-type: none"> <li>Implement an affiliation structure that reflects user pay and recognition for volunteer contribution</li> <li>Marketing strategy to increase participation</li> <li>Access to grants</li> </ul>
	<b>2 Governance Strategy</b>	<b>Improve Operating Standards</b> <ul style="list-style-type: none"> <li>Modernise the club's structure &amp; governance to improve the longevity &amp; sustainability of the Club and its people</li> </ul>
	<b>3 Communication Strategy</b>	<ul style="list-style-type: none"> <li>Develop a communication strategy supported by appointed communication officers for the specific member groups</li> </ul>
<b>2. TECHNICAL STANDARDS</b>	<b>4 Volunteer Support/ Management Strategy</b>	<b>Increase Volunteer Number/Support</b> <ul style="list-style-type: none"> <li>Implement modern volunteer management and support practises including an appropriate recognition and reward incentive strategy for the Club's volunteer workforce</li> </ul>
	<b>5 Volunteer Standard Strategy</b>	<ul style="list-style-type: none"> <li>Keep our volunteers skilled, qualified, trained and aware of their positional responsibilities</li> </ul>
<b>3. CLIENT SERVICES</b>	<b>6 Targeted Participation Strategy</b>	<b>Increase Clients</b> <ul style="list-style-type: none"> <li>Implementation of a target focused participation strategy that offers opportunities for existing and new members</li> <li>Implement new programs and activity opportunities that target specific community groups not currently participating in high numbers</li> </ul>



## 1. CLUB MANAGEMENT FOCUS 2010-2012

Priority	2010	2011	2012
1	Modern Volunteer Management	Communication	Part-time Paid Staff
2	Modern Club Affiliation	Marketing/Client	Modern Financial Structure
3	Club Structure Management and Administration		
4	Relationship with IHA		

### 1.1 & 1.2 FINANCE / AFFILIATION

The highest risk for community organisations is poor financial management and this poor management is usually directly attributed to poor reporting processes. The workshop findings defined the need to introduce short and long term asset budgeting and modern affiliation strategies.

#### CURRENT IMPACT AND RISKS

- Without appropriate asset management and budgeting on an operational basis the Committee cannot be expected to make informed decisions.
- The “one size fits all” affiliation structure supports inequities within the Club and decreases the Club’s opportunities to increase volunteer numbers.

#### SOLUTIONS 2010

Increasing the financial stability of the organisation requires that the Committee:

1. Implement an affiliation structure that reflects user pay and recognition for volunteer contribution
2. Implement an equipment assets management strategy that highlights short & long term equipment needs, repair & replacement.

<p><b>1. &amp; 2. Financial Reporting – Strategy</b> Develop long /short term budget/asset management plan to improve performance and reduce financial risks.</p>	<p><b>Financial Reporting Action :-</b></p> <ol style="list-style-type: none"> <li>1. Develop a flexible user pays affiliation structure that provides members with a choice and the Club with volunteers and/or paid personnel to deliver programs and services</li> <li>2. Develop a budget that monitors the Club’s performance - if unable to utilise Club volunteers to develop, seek assistance externally.</li> </ol> <p>Estimated Cost Internal Costs:- \$0 - External Costs:-\$600</p>
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## **1.3 GOVERNANCE**

The current governance structure and constitution provide some barriers to the future development of the Club. It is imperative that the Club is aware that if the governance is not modernised there will be clear limitations to the expected outcomes of this plan or any other future development initiatives.

### **CURRENT IMPACT AND RISKS**

- The whole Committee could be voted out at an AGM. How do you ensure the transfer of knowledge as all positions are up for re-election yearly?
- Current high levels of responsibility are placed on Committee members.
- If people don't relinquish their positions (usually because nobody else will stand), they will end up on the Committee for years. Once this occurs it becomes almost impossible to replace them because of the knowledge and experience they have gained over such a long period. When we lose these long term Committee members the Club is clearly exposed while the new volunteer/s try to catch up with all the legislative and job requirements.

### **SOLUTIONS 2010- 2012**

Alter the current governance and constitution in order to: -

1. Implement a rolling governance structure
2. Set timeframes for holding voluntary administration positions by introducing compulsory retirement clauses
3. Legislate modern volunteer recognition and reward strategies for implementation
4. Modernise the current spread of responsibility (Committee and volunteer)
5. Consider buying in services for corporate program development and delivery in the future to relieve pressure and decrease risk on the Club's volunteer workforce.

<p><b>3. Governance – Strategy</b> Modernise the Club's structure &amp; governance to improve the longevity &amp; sustainability of the club and its people.</p>	<p><b>Governance Action :</b> Utilise the Governance documents provided by RSC Solutions:-</p> <ol style="list-style-type: none"> <li>1. Modernise the current governance structure in order to support the growth and mounting risk and legislative responsibilities of the Club</li> <li>2. Present the new constitution that reflects future governance and operational needs</li> </ol> <p>Estimated Cost Internal costs:- \$ minimal - External Costs OFT Fee Minimal</p> <p><b>Corporate development :</b> Source \$ resources from members, grants and employment assistant programs to employ an administration officer to:-</p> <ol style="list-style-type: none"> <li>3. Develop and deliver club management and administration needs</li> </ol> <p>Estimated Cost Internal costs:- \$ to be negotiated</p>
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## 1.4 COMMUNICATION

It was determined that communication was a key to the future success of the Club. The workshop findings defined the need to develop an innovative communication strategy that utilises more than one medium/s to communication and reduces the pressure on existing Committee volunteers.

### CURRENT IMPACT AND RISKS

- If members continue to pay IHA fees as part of their affiliation fee but receive limited services for the payment made - participation rates will decrease.
- Poor communication practises have a direct impact on the performance of the Club and expose the organisation to vicarious liability.
- Members, technical personnel, volunteers and decision makers are unaware of their obligations and responsibilities to and within the organisation.
- Disharmony and dissention occur when communication processes are not defined and implemented.

### SOLUTIONS 2010- 2012

Improve the current level of communication by: -

1. As Club members pay a fee to the IHA it is the responsibility of the Club to collect services from the IHA on behalf of its Club members. Hence the Club will be required to improve the level of communication and working relationship with IHA as a matter of priority.
2. Improving the level of communication with members and new clients by developing a communication strategy supported by appointed communication officers for the specific member groups.

<p><b>4. Communication – Strategy</b> Modernise the method/s of communication</p>	<p><b>Communication Action :-</b></p> <ol style="list-style-type: none"> <li>1. Establish strong communication and working relationship with IHA in order to improve the level of service provided and offered. <ul style="list-style-type: none"> <li>• Secure on field development for coaches and players</li> <li>• Secure coaches and technical personnel education/training</li> <li>• Secure pathway development for players and coaches</li> </ul> </li> <li>2. Not to assume - Determine the communication medium most preferred by members, and new clients and utilise <ul style="list-style-type: none"> <li>• Allocate personnel to be responsible for communication strategy with designated groups or mediums</li> <li>• Recognise and reward communication personnel for their contribution</li> </ul> </li> </ol> <p>Estimated Cost Internal Costs:- \$0 - External Costs:-\$0</p>
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## 2. TECHNICAL FOCUS 2010-2012

Priority	2010	2011	2012
1	General & Committee volunteers standard	Induction Training for all volunteers	Coaching number & standard
2	Coaching number & standard	Coaching number & standard	Officials number & standard
3	Officials number & standard	Officials number & standard	General & Committee volunteers standard

### 2.1 VOLUNTEER SUPPORT/MANAGEMENT

The Club’s volunteers are one of its most valued resources and the quality and number of volunteers directly impacts on Club performance and program viability. The priority for the Club is to increase the likelihood of more people volunteering by implementing Modern Volunteer Management and support practises.

#### CURRENT IMPACT AND RISKS

Poor Volunteer Support, Recognition & Reward

- No matter how well you implement the Clubs programs and services, a lack of or inappropriate recognition and reward will result in strong negativity within your organisation and ultimately, volunteers will quit.
- Most volunteers are familiar with the feelings associated with lack of thanks, or worse, criticism when they’re doing a good job under difficult circumstances.

Poor Volunteer Management Practise

- With no management policies and procedures in place to oversee the Club’s paid or volunteer workforce, the organisation increases its exposure to physical, financial, ethical and legal risks.
- The Club has a legal obligation to manage its workforce in order to protect its members.

#### SOLUTIONS 2010- 2010

Improve the support and management for our Club’s volunteers by:-

1. Improve and modernise the Club’s “Volunteer Recruitment, Selection, Placement, Recognition and Reward” by utilising the initiatives and strategies provided within the Modern Club Management Kits Section 2 and Section 5
2. Improve and modernise the Club’s “Volunteer Management and Support” by implementing the policies and procedures that support Modern Volunteer Management practise by utilising the Modern Club Management Kits Section 2, 3, 4, 5 policy and procedures samples.

<p><b>1. Volunteer Support &amp; Management</b> Provide our volunteers with the support they need to complete their tasks successfully and reward them for their contribution</p>	<p><b>Improving Volunteer Support: -</b></p> <ul style="list-style-type: none"> <li>• Provide a recognition &amp; reward program for existing volunteers and initiatives to entice new volunteers</li> <li>• Develop the policy and procedures required to better manage and support the Club’s volunteer workforce</li> </ul> <p><b>Note :-</b> Club budget/ affiliation structure should pay for the costs associated with these initiatives. Also grants are available under DOC CDP program up to \$500 for volunteer recognition</p>
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## 2.2 VOLUNTEER STANDARD

The findings established that clubs can no longer throw volunteers in the deep end and let them sink or swim. The findings established that the pressure on volunteer committees and volunteers to understand the ever-changing legislative requirements, management, administration, sports delivery needs and risk reduction is now immense.

### CURRENT IMPACT AND RISKS

Poor Volunteer Standard

- The Club can be exposed to vicarious liability. This means that the Committee will be held accountable for the liabilities caused by inexperienced or untrained volunteers, their actions or inactions, if they are not provided the support they require to complete the tasks of their position.
- If the appropriate selection, placement and training requirements are not deemed to be of a high priority, the Club's future development and sustainability will be jeopardised and the future development of the Club could be compromised unless a realistic volunteer infrastructure is put in place.

### SOLUTIONS 2010- 2010

1. Improve and modernise the Club's "Volunteer Recruitment, Selection and Placement" processes and procedures by utilising the initiatives and strategies provided within the Modern Club Management Kits Section 2.
2. Utilise the initiatives and strategies provided within the Modern Club Management Kits Section 3 to increase the standard of the Club's volunteer workforce and decrease the likelihood of vicarious liability and litigation.
3. Utilise the initiatives and strategies provided within the Modern Club Management Kits Section 7 to increase the standard of the Club's Committee management, processes and procedures.
4. Utilise the Committee Training DVD provided to induct and train Committee personnel.
5. Increase, provide and support the training and development of coaches and technical personnel within the club.

<p><b>2. Volunteer Standards – Strategy</b> Keep our volunteers abreast of all the legislation, skills and position responsibilities</p>	<p><b>Improving Volunteer Standard Action: -</b></p> <ul style="list-style-type: none"> <li>• Provide volunteer education/training to ensure the club and individual exposure to risk is decreased</li> </ul> <p><b>Estimated Cost</b> Training \$1000- \$1,500</p> <p>Note :- Grants available under DOC CDP program up to \$4000</p>
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### 3. CLIENT SERVICE FOCUS 2010-2011

Priority	2010	2011	2012
1	U15's <u>Boys/ Girls</u>	Under 18 / Seniors	Under 18 / Seniors
2	Athlete Pathways	Retain current players & coaches	Vets / Masters
3	Retain current players & coaches	Athlete Pathways	U15's <u>Boys/ Girls</u>

#### 3.1 PARTICIPATION PRIORITY

The Club is clear that it cannot be everything to everybody but will look to increase its opportunity from within and externally. The priority for social and recreational participation is to ensure that the Club is targeting its products and services to the right market niche.

#### CURRENT IMPACT AND RISKS

Transferring clients from Come & Try's, to long term Club members

- If no strategies are in place to cater for managing new players then the drop-out rate will be high.
- If the Club is not offering innovative client focused participation initiatives and pathway development, then there will be drastic ramifications to the future security and effectiveness of the Club.
- The Club's human and financial resources will be wasted and ineffective if the Club offers services that do not reach or meet client need.
- Membership will decrease because client's needs are not being met.
- Technical personnel will be lost if retention opportunities are not in place.

#### SOLUTIONS 2010- 2010

Improved transfer of clients to long term Club members by:-

1. Continue to market within the local community (primary and high schools)
2. Considering the known physical, human and financial resources available to the Club to develop a target focused participation strategy that offers opportunities for existing members
3. Determine and implement activity opportunities to the identified high priority target member group not currently participating in high numbers
4. Provide in conjunction with IHA pathways programs and initiatives, opportunities that develop the Club's players and technical personnel
5. Implement an innovative affiliation structure that resources the retention and increase of coaches, officials and technical personnel.

<p><b>1. Participation – Strategy</b> Increase and target participation opportunities</p>	<p><b>Participation Action: -</b></p> <ul style="list-style-type: none"> <li>• Market sport to local community and target participation strategy based on the Club's human and financial capacity</li> <li>• Implement innovative affiliation structure to support technical numbers</li> <li>• Link to IHA to deliver player and technical personnel development</li> </ul> <p><b>Estimated Cost</b> <b>Note</b> :- (Internal Costs):- Variety of Grants available under DOC- CDP to the value of \$4000 &amp; Health, Families, offer funding - participation initiatives)</p>
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## **EXECUTIVE SUMMARY CONCLUSION**

The progressive approach of the Club's Committee was evident throughout this process. It is clear that for a small organisation it is operating at a high standard. The financial capacity of the organisation is very strong and is supported by a cooperative team effort. The equipment is a mix of old and new and with the development of a long and short term replacement plan, the sustainability and growth of the organisation will be better assured.

The organisation, to their credit, took this process knowing that it could be arduous - the task ahead is to *allow the plan to assist the Club to shape its future*. Some of the challenges ahead will be how the Club modernises its thinking from the way they have done business previously. Modernising how members are provided opportunities and how the Club manages its volunteer workforce will clearly be a key to the Club's future success.

The ultimate aim of this report and plan is to increase the Club's performance and ensure that the Club's longevity and sustainability is increased.

I congratulate your Club on its success to date and hope the information provided will assist you to not just continue, but will further enhance your development towards a highly successful future.

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