

# KBH Brumbies

## Strategic Plan 2016 – 2020

December 2015



## **Vision**

The KBH Brumbies seeks to provide the best club environment in Victoria, providing opportunities for all its members to meet their full potential in an atmosphere of enjoyment and professionalism.

## **Mission**

To provide an all-inclusive Children's, Women's and Men's community focused sports club

## **Core Values**

- Inclusive, Respectful, Good sports
- Good Governance and transparency
- Club focused
- Community orientated & engaged
- Developing people (not just hockey)

## History

Known on the field as the KBH Brumbies the club was founded in 1905 and is the oldest hockey club still in existence in Australia. It has seen two World Wars, name changes, home ground changes, uniform changes, rule changes, surface changes and mergers, but continues as a well-regarded family hockey club within Hockey Victoria.

1905 Commenced playing organised games as Auburn Hockey Club and a founding member in formation of the Victorian Amateur Hockey Association (VAHA) in 1906.

1910 Name of the club changed to the Hawthorn Hockey Club. A black and white guernsey for uniform.

1925 Club moves to Willsmere Park, Kew and changes name to Kew Hockey Club

1934 New uniform adopted, consisting of a black shirt with red collar, red pocket with yellow monogram, black sox with red and gold bands at top.

1969 Change colours to Royal Blue and White vertical stripes.

1990 Kew Hockey Club amalgamates with Kew Women's Hockey Club

1992 Kew Hockey Club move to Elgar Park, Box Hill and jointly build a new synthetic ground with Box Hill Hockey Club

2015 Kew Hockey Club and Box Hill Whitehorse Hockey Club put a merger proposal to their respective members, this received overwhelming support receiving over 90% of the votes. Establishing one of the largest hockey clubs in Victoria; the KBH Brumbies

1980 The Chapel Hockey Club moved to Elgar Park to form the Box Hill Hockey Club

1981, Hans Van Beuge, an ex-Kew goalkeeper and International badged umpire, took over the coaching and administration of the club.

1983 The Box Hill Hockey Club Junior section was established

1985 The present Clubrooms were built

1987 a sand based pitch was established to reduce the ongoing maintenance costs

1991 Kew Hockey Club is invited to join Box Hill Hockey Club to share the facilities

1992 Jointly Kew and Box Hill Hockey Club upgrade the field to a synthetic pitch

1994 Following the amalgamation of the City of Box Hill and the City of Nunawading to form the City of Whitehorse, Box Hill Hockey club was renamed Box Hill Whitehorse Hockey Club

## **Background**

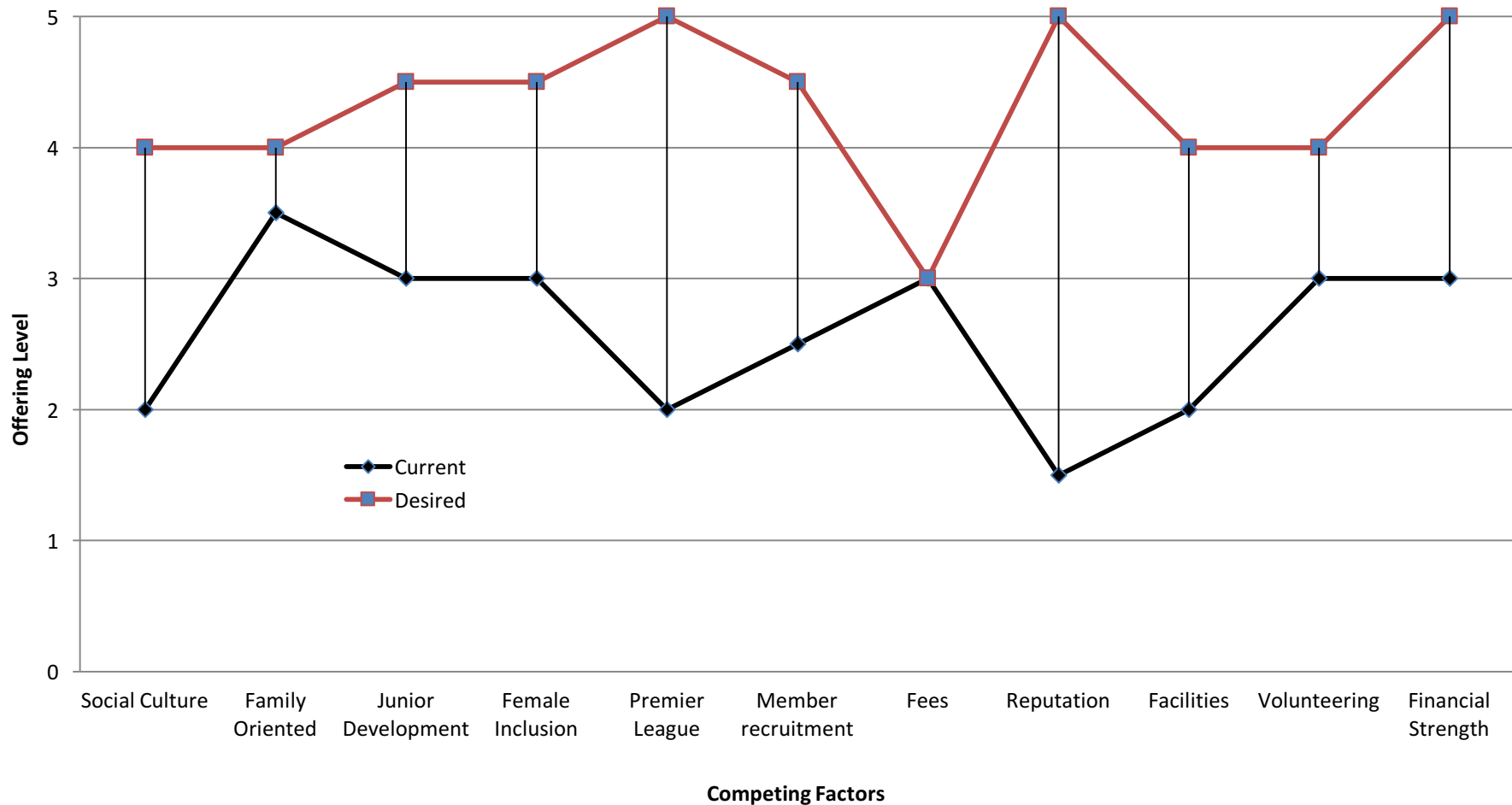
Following the merger in 2015, the KBH Brumbies are seeking to establish itself as one of the leading clubs in Victoria and the preferred hockey club in the eastern suburbs of Melbourne, not only in its on-field performance but also, just as importantly in its off-field club culture.

The new club is the third largest in Victoria having in excess of 600 playing members and access to one of the newest playing fields in the state with the potential of a second pitch in the next 2-3 years as part of the Elgar Park Master Plan.

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## Strategy Canvas

The Strategy Canvas identifies the gap between the current state and the desired future state in a number of competing factors. The competing factors with the largest gaps will typically require higher priority and thus greater focus to “close the gap”



In order to develop targeted strategies and action plans it's imperative to understand the current state in order to target specific attributes to generate improvements in the desired areas. The following is a SWOT summary of our current state:

### Perceived Strengths – Leverage

- Welcoming / Helpful / Cooperative
- Broad participation options
- Good location
- Family friendly and 'Community feel'
- Gender equity
- Strong junior section
- Upward momentum / success
- Passion
- Good parental involvement
- Local demographic change
- Strong Council rapport

### Perceived Weaknesses – Minimise

- Coaching depth & development of potential coaches
- Apathy – Too few do the work
- Communication – especially responses to club requests
- History of junior player losses
- Insufficient mentoring – coaches/players/umpires
- transition steps poorly managed eg juniors to seniors
- No coaching leadership
- Lack of contribution from top teams to develop their successors
- Profile: poor profile across media etc
- Poor drive on sponsorship and grants
- Stable financially, but inadequate to drive initiatives



### Perceived Opportunities – Capitalise

- Grow the junior ranks through school recruitment
- Rebrand and leverage the new club
- Development of new grounds and clubhouse
- Good will created through the merger
- Leadership opportunities for kids
- Open door (invitation) for players to return
- Involve parents (playing and/or volunteering)
- Tap into Vets.
- Involve more people as volunteers

### Perceived Threats – Mitigate

- Facility maintenance
- Surrounded by large hockey clubs
- Loss of 1<sup>st</sup> players to Premier League clubs
- Other sports
- Changing committee
- Balancing junior / senior integration
- Too much focus on the top squads
- Continuity of quality volunteers
- Insufficient school exposure

Area	Goals	Strategies	KPI
<b>Competitive Performance</b>	<b>Be a recognised competitive force in hockey</b>	Attract, develop and retain key Coaching staff to meet the whole of club needs from junior entry level to senior high performance	10 – Level 1 8 – Level 2 2 – Level 3
		Establish and execute a skills and teamwork based training regime across all levels of the club	Junior strategy established with targets defined
		Ensure players selections are based purely on performance, fitness, commitment and coachability	Transparent enforceable selection policy in place
		TBA	
<b>Membership Growth</b>	<b>Maximise growth in Junior players whilst retaining players across all ages</b>	Develop and sustain an annual recruitment drive of juniors, with a particular focus on Hi2H and U10's as the grass roots of the club. Attract new junior members by promoting hockey to local schools (including public, private and religious)	A schools program established to grow to meet the LEC. 50 new U10 junior players joining each year as an initial target.
		Develop a specific recruitment theme focused on increasing the participation of girls in hockey.	Junior strategy established with targets defined
		Identify high potential juniors to provide opportunity for focused development	Advanced skills program established in junior strategy
		Ensure social players are continually supported at all levels	The club is holistic and inclusive in culture
		Ease the transition from Junior to Senior levels	Junior strategy established with a defined transition approach for each stage change
<b>Marketing &amp; Communications</b>	<b>Develop and implement effective internal and external communications</b>	Establish clear Communications Guidelines for all club representatives	Communications Guideline established
		Create a clear targeted marketing plan that identifies each customer segment and value proposition	Plan created
		Establish and implement a clear social media and online strategy	Part of marketing plan

		Ensure high quality and consistent internal communications including the club newsletter	A holistic communication plan defined and implemented
		Promote the new club externally through traditional means	Marketing plan defined

Area	Goals	Strategies	KPI
<b>Best Club Environment</b>	<b>Establish and maintain a family oriented club catering to both social and elite players</b>	Improve social cohesion across all sections and levels of the club	
		Volunteer development	Lift the expectation that every member contributes to the club as part of being a member
		Build Junior mateship	Emulate the junior social construct from other sporting codes to cross the boundaries of age and team
		Increase male & Female interaction	
		Ensure the ongoing development and management of club facilities to the highest levels	Hold EPRHA accountable for the services they provide
<b>Officials</b>	<b>Establish a plan to develop and sustain our community of officials</b>	Build and sustain our community of umpires to meet the short and long term requirements of the LEC	Plan developed and lodged with annual reviews established
		Build and sustain our community of technical officials as per LEC requirements	Establish an events calendar for each operational year
<b>Commercial Sustainability</b>	<b>Establish a sustainable revenue stream to support the long term club operational needs</b>	Establish alternate funding sources (hockey shop, ground rentals, school hockey carnivals, etc)	Host schools hockey 7's tournament and support
		Enhanced Fundraising program	Establish an events calendar for each operational year
		Grow club financial sponsors and grants	



		Establish a Future/Building Fund	Establish a building fund as part of the ASF
		Manage club membership fees	Maintain cost competitive position against clubs in the surrounding area