

The Roskill-Eden Hockey Club (Inc.)
Developing hockey for the community

TOWARD A SECOND CENTURY



The Mt. Eden Hockey Executive, 1917

TARGET 2001 **- A 5 YEAR PROGRAMME FOR SUCCESS**

A discussion paper and invitation to participate in The Roskill-Eden Hockey Club as we approach our second century in Auckland Hockey.

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The Roskill-Eden Hockey Club (Inc.)
Developing hockey for the community

President: Alan Teixeira

14 September 1996

To members and friends of Roskill-Eden,

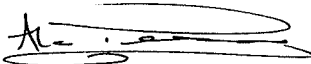
Few people know the history of our club. Next year we celebrate the 40th Anniversary of the amalgamation of Mt Eden Hockey Club and the Community Sunshine Association. In many ways this understates the contribution the club has made to Auckland Hockey. The clubs from which Roskill-Eden was formed have been members of the Auckland hockey community since the beginning of this century.

I could say that Roskill-Eden is at a turning point in its life. However, the old records of the club tell of many turning points. What we have is an opportunity. Right now this club has a particular richness in the people playing for and associated with it; a wealth of younger players with great futures and a tremendous group of parents and supporters.

The Executive Board has been particularly active this year in developing a cohesive plan that will take the club through the next five years. At that end of that period we aim to be the club Hockey players want to belong to more than any other. With that will come success on and off the playing field.

I invite you to read this document, help us shape the strategy and then become part of the success. In particular we are keen to have your support and involvement as a manager, board member, coach or volunteer.

The plan will be discussed at the Annual General Meeting to be held at 7:30pm on Wednesday 6 November at the club rooms. I hope you join us there.



Alan Teixeira
President

P.O. Box 27-245, Mt Roskill, Auckland 4
Clubrooms located at Denny Ave, Mt Roskill (backing onto May Road Reserve)

THE STRUGGLE

Hockey has been difficult in Auckland over the last 10 years with all clubs struggling to maintain player numbers. This, unfortunately, is nothing new. In 1933 it was moved "that the annual general meeting be adjourned until Wed 5 April, on account of such a small number of the club being present". The meeting was held in the Grafton Library in Mt Eden Road (now Galbraith's Ale House). Other meetings were held at 4 Normanby Road (opposite the present AGS Turf).

On 4 March 1931 the club resolved to notify the Auckland Hockey Association that "the club was withdrawing from the association and disbanding, with a vote of no confidence in the Association". Further meetings followed on 11, 14 and 19 March 1931. After receiving deputations from the Association and assurances that "the Association was not influenced against the club" the letter sent to the Association was withdrawn and the club decided to "carry on in the hope of working and playing under conditions more amiable". The fees were set for premier players at 17/6.

Mt Eden also struggled financially at times. In 1932 "the chairman explained that the reason of most of the outstanding subs, happened to be on account of club members at present being out of work". So stressed was the club, that in October 1932 a general meeting of the club was called "especially for the purpose of deciding whether the club should hold its Annual Smoke Concert or not, as club funds were very low at the moment".

NOT JUST HOCKEY

During the 30 year period between 1910 and 1940 the club held "Smoke Concerts", raised money through Art Union sales and held picnics and sports days (although the 1922 picnic was not run as a separate event "owing to the lack of interest and finance"). Several trophies awarded each year were not related to Hockey. The Bernacker Vase was awarded in 1919 for the 120 yard memorial handicap. The Myers Shield, first presented in 1917 (as a memorial shield for club members who fell in the Great War 1914-19), was for a relay race to be run annually between the club's grades.

Unfortunately, the period 1938 to 1957 is our "dark ages". We know little of Mt Eden over this period and even less of the Sunshine Community Association. By 1957 Mt Eden was in tatters, as a club, and a keen new group of players got together to launch the club under its current name.

SUCCESS ON THE FIELD

The Mt Eden club enjoyed success on the field. Photos we have show the team that won the Senior Championship and Davis Cup in 1917. Senior status was lost sometime before 1957. For the men it took 10 more years to regain it, with senior status being won in 1966 by winning the second grade championship. The women won senior status in 1977 when they won a pre-season promotion battle. We have retained premier teams since then, with the exception of the men who were cut from the premier grade in 1992 when the competition was reduced to eight teams. However, they won back premier status immediately for 1993.

The fact that the club has survived is a credit to the members and administrators over a very long period of time.

TODAY

It is fair to say the club faces the following challenges:

- to attract top quality players,
- to retain top quality players,
- to have a sound financial base,
- to achieve good results on the hockey field.

The purpose of this document is to identify the key components of success and to establish a medium term action plan that will lead to the club being the strongest and most respected club in Auckland Hockey. Hence:

**The Roskill-Eden Hockey Club (Inc) aims to be the most desirable
Hockey Club to belong to in Auckland by 2001.**

In simple terms, players should want to join our club more than any other. This is the prime measure of success. Note that success, here, is not measured by the ranking of the club in terms of winning championships. If we position Roskill-Eden as the most desirable club to play for then success on the field will follow.

How do we achieve success?

Hockey is a sport. It is a means for people to express their physical, mental and technical ability. The sport exists for the players. Without players there is no game, it's as simple as that. Once there is acceptance of this then the role of others becomes more obvious. Umpires are there to facilitate the game, ensuring one team does not gain an unfair advantage by breaching the rules of the game. Administrators are there to ensure the players can focus on the game. Coaches and managers help get the best out of players.

Everything about *The Roskill-Eden Hockey Club* should focus on the players.

The Roskill-Eden Hockey Club (Inc.) is an entity that allows individual hockey players to play together in teams. The purpose of the club is to facilitate hockey in the community it serves. The purpose of the administrators in the club is to ensure the club achieves this. The club is community based. We should strive to ensure we are perceived as a strong community club. A community focus helps secure sponsorship and establish relationships with feeder schools.

Barriers to success, as a sport:

- Hockey is a minor sport. This creates difficulties for securing financial support since promotional opportunities are limited.
- Hockey imposes a high "up-front" skill level. That is, it is not easy starting off as a hockey player.
- Hockey is an expensive sport. (You cannot share a hockey stick, whereas you can share a cricket bat.)

Professionalism

We are clearly in an era of professional sport. How that translates to the sport of hockey is an important issue. The club should approach its task in a very professional way. That is not to say that players become professionals, in that they are paid to play. What it does mean is that the club may need to employ people to perform certain tasks. If the appropriate mix is in place then top players will want to play for Roskill-Eden and not for money. Balancing this is a need to ensure that top players are not financially disadvantaged by playing hockey. This translates to ensuring that top players are reimbursed for out of pocket expenses relating to representative commitments and, perhaps, additional equipment costs imposed by the increased level of playing activity.

COMPONENTS OF SUCCESS

Players

Why does a player choose to play for a particular club? Because that club offers:

- Better social interaction
- A higher level of competitiveness
- Simple and clear objectives for the season
- Good organisation
 - the draw and season plan in advance
 - turning up each week knowing there will be a full team and umpires
- Uniforms they are proud to wear
- A sense of belonging
- Value for money.

As noted it is considered that the key to long term success is the development of a strong community based club. Paying players runs counter to this. There are exceptions. Players could be paid if they contribute to the club in other areas, such as junior coaching. Any contract with a player should be formalised to gain an understanding of the minimum commitment expected. Contracts should be for a minimum 2 year period. Further, representative players might expect to receive assistance in meeting travel and other out-of-pocket costs. Players who coach or take on umpiring roles may have their fees paid.

The key to success for most players will be enjoyment. This cannot be achieved without a structure behind the players.

Administrators

Administrators play a very important role in any club. They ensure that the club meets its obligations with its parent body, the AHA. This includes registering players and teams and participating in the management of the parent structure. Administrators also ensure that members of the club have a well maintained club house to return to. They arrange for uniforms, the provision of practice facilities, ensure Coaches, Managers and playing equipment are acquired, develop a framework that allows the club to integrate Junior and Senior Hockey, arrange social functions and ensure all club members are communicated with. In short, the Administrators provide the human framework on which the club is based.

A strong administrative team is essential.

The Hilary Commission, and other bodies, offer courses and training in administration. The administrative pool extends beyond playing members of a club.

Coaches

A key to success is coaching at all levels. We need to secure coaches for all teams. At present we have only two designated coaches in the senior side of the club, which places an unfair burden on them.

Coaching is important to bring the best out of all players. Coaches will help develop technical skills of players as well as mental and physical skills. A coach would be responsible for team selection and the development of strategy. This takes the pressure off the playing members of the club and is critical to success. Coaches are the teachers without which it is difficult for players to learn and mature.

Coaching should be coordinated within the club. Players should feel a sense of continuity when transferring from one team to another. Critical to this is a coaching coordinator to develop an overall coaching plan for the club. The club currently has a coaching coordinator. However, this role is largely undefined and there are few support mechanisms in place. The role of a coordinator is a delicate one. The individual coaches within the club should be encouraged to bring innovations to the game (within this framework).

More than any other factor, good coaching is the difference between playing and winning Hockey. The NZHA runs coaching courses. Existing members of the club can be upskilled by either participating in formal coaching clinics or receiving training from a coordinator within the club.

Resolving the deficiency is a priority. It is suggested that, if funding were available, priority be given to securing coaching services through payment. The amount could be relatively nominal and/or based on the level of service expected. For example, a senior coach who is also a coaching coordinator might expect greater financial compensation for the time and effort expended. Coaches may need, for example, to be available during the day to visit schools.

Coaching is seen as the primary component of success.

Top coaches attract top players. Top players attract interest in the club from potential sponsors, administrators, managers and supporters AND provide the catalyst for attracting and retaining juniors.

Managers

There are certain functions that each team must perform during the year. For example, the collection of fees, filling in of cards each week, phoning players about training and games, ensuring each member has a uniform and looking after equipment. The Managers role is very important. Without a Manager, a Coach, or the players, cannot concentrate on the game.

The Hilary Commission offers courses for Managers of sports teams. The potential pool for Managers is large.

Umpires

For premier players umpiring is coordinated by the Auckland Hockey Umpires Association. In that regard there is some, though limited, scope for influencing the quality of umpiring in

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Auckland. However, for non premier players it is often necessary for club umpires to officiate. In this regard it is important that we have willing and capable player umpires. The AHUA runs courses in theory and practice for umpires.

Playing Equipment

Beyond the personal requirements of a hockey player it is important that each team have access to adequate practice balls, cones and other specialist equipment. In the Junior levels it may also be necessary to give access to hockey sticks (given financial constraints on some kids). Further, the provision of individual drink bottles and a first aid kit for each team is also important, for health reasons. Goal keeping equipment is also an issue. There are very real problems associated with having the club own goal keeping equipment. Individuals who have their own goal keeping equipment are more likely to look after that equipment.

Supporters

In very simple terms, supporters like to see a team winning. That is not to say a team must win all games but a good standard of hockey with some expectation of victory is the essential ingredient. Supporters would generally also like to have some facility to return to after a match. The facilities at each of the playing venues must also be good, particularly given that hockey is largely a winter sport.

Uniforms

Players should feel proud to be playing with the club. This is often reflected by the uniform which should be comfortable and attractive. A uniform can help draw a team together.

Strength in Numbers

Another key component of success is the development of a membership base that is broad and strong. The club should be in a position where no individual is so important to the club that his or her arrival or departure has a significant effect on performance. A broad membership base extends beyond the playing members. With strength we can have a pool of Administrators, Coaches, Managers, serious players and social players. The marginal cost of a non-playing member is close to zero. As such, every non-playing member of the club either contributes to the fixed cost of operations or contributes to one of the key functions. That is, non playing members either assist the club financially or become an Administrator, Coach, Manager or Umpire.

Continuity

In any organisation it is important that there be continuity from season to season. Continuity can be assured by limiting the amount of knowledge, experience and value that leaves the club when a member leaves (be they a player, coach, administrator or manager). Hence, experiences can be shared amongst members by ensuring we have targeted and adequate documentation.

Examples include:

- Coaching manuals
- Manuals for Managers
- Manuals for Administrators

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- Full and complete Annual Reports
- Well maintained membership databases

Sponsorship

We are no longer in a period where we can rely on the financial resources of players to fully fund the club. Hockey is an expensive game. Sticks and other equipment alone might typically cost a player around \$500 a year. In addition, playing fees of around \$300 a year are expected and these fees rarely cover training costs or play strips. If the club is to progress we also need to secure funding for coaching and some administrative positions. Any prospective sponsor would typically want to achieve value for money. Sponsorship should be viewed as an investment in the club. This five year plan is part of the process. It is a signal to sponsors that the members of the club are serious about establishing the club as the top Hockey Club in Auckland by the year 2001. Sponsors will want members to present themselves well. Further, there will be some expectation of a return from that investment. We need to convince potential sponsors that we are worthy of their investment and time. There may need to be some initial effort on the part of members of the club to establish a fighting fund. This fund will kick start the coaching positions and provide high quality gear to players. We should demonstrate that we are serious about our own success.

Junior Hockey (Primary School to Under 18)

There is a wealth of hockey talent in the junior levels. The challenge is to harness this talent. Juniors, more than any other grade, require a strong administrative structure. The players themselves have no financial means for participation and rely on others for transportation, coaching, leadership etc.

Key components are:

- Parent participation
- Parent coaching
- Co-ordination

Junior Hockey must not be viewed as an independent part of the club. For Junior Hockey to have any impact on the long term success of any club it must be integrated into the club as a whole. This demands that the players have a sense of belonging to the club (and can identify with it) and that there be natural bridges between the Junior level and the Under 15 level and then on to Under 18's and Seniors.

Parents should be included in the decision making process. Parents to be invited to participate and share the load. It is important that parents become the coaches and managers of these teams.

It will be necessary to have a Junior Hockey Co-ordinator who is also a member of the main administrative structure of the club.

Senior Hockey (Under 18 to Premier)

The inclusion of Under 18's in both Junior and Senior Hockey is deliberate, emphasising the importance of bridging players from junior levels into the senior grades.

We cannot expect Junior players to stay within the club unless they believe they have a future in Senior Hockey. To that end it is essential that the Senior side of the club be seen to be performing well. This emphasises that the long term survival and success of the club relies on strong Junior Hockey and strong Senior components. Maintaining strong premiere players will involve putting in place the right mix of the components identified in the early parts of this document. It also requires recognition of what makes a premier player.

What makes a premier player?



As well as providing coaching support it may be necessary to engage sports facilitators who can develop the mental potential of players. Further, high quality physical training programmes and facilities may need to be available.

In many ways, little needs to be said about developing the premier side of the club if we have Administrators, Coaches, Managers, Supporters, uniforms, equipment, Umpires and sponsorship in place.

The Five Year Plan

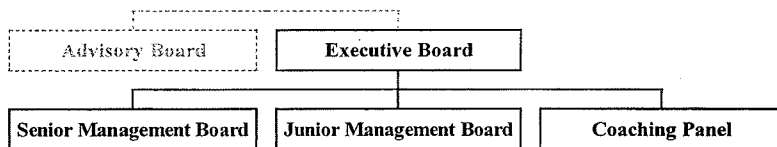
The five year plan is set out in three sections. The **Foundations** section establishes the basic infrastructure for the successful implementation of the five year plan. The remaining sections establish targets and action alternatives for the **1997** season and the period **1998 to 2001**.

Foundations

Without the correct infrastructure any action plan is in danger of failing. This is particularly relevant for an entity, such as a sports club, where the incentive structure is not as strong as we might find in, for example, a business. That is, the owner of a business is generally interested in making a profit. A sports club has more qualitative objectives and its custodians change from year to year. A sound administrative structure establishes a foundation and continuity that is less sensitive to the individuals leading the club. The administrative structure is designed to be a foundation, however, and not a lid that caps enthusiasm and talent.

ADMINISTRATIVE STRUCTURE

It is critical that the correct administrative structure is in place to facilitate success. The existing structure, on paper, is deficient in two areas. First, there is a lack of explicit recognition of junior hockey. Second, there is no means of pooling the wealth of talent in Auckland Hockey that can help focus the energy in the club. The following structure is suggested:



ADVISORY BOARD *(New)*

An Advisory Board be formed comprising Senior Hockey players and/or officials to provide guidance to the club on general strategy. The advisory panel is to meet, at most, twice a year. Participation on the advisory panel would be on an honorary basis. The panel would consist of, say, seven people drawing from outside the basic club network. Specifically, coaches of representative teams and leading figures in sport should be invited to join this panel. The purpose of the panel is to provide general guidance to the club on the development of strategies for success. The advisory panel would have no participation in the running of the club but would help set policy guidelines in place.

Composition: Up to seven club and non-club members, by invitation. In attendance: President, Coaching coordinators, Junior coordinator.

An Advisory Board of this nature would be the first such Board established in Auckland. It is a strong signal that the club is serious about success.

EXECUTIVE BOARD

The role of the Executive Board is to be guided by the policy suggestions of the advisory panel and to translate these into action plans. The players committee then implements those plans. The objective of the multiple tier system is to broaden the base of people involved in the sport.

Composition: President,
 Immediate Past President,
 Secretary,
 Treasurer,
 and up to three others.

SENIOR MANAGEMENT BOARD

This board is the operational arm of the senior side of the club. The club captains ensure all team managers are kept informed of matters relevant to members.

Composition: Men's Club Captain,
 Women's Club Captain,
 Coaching Coordinator
 up to three representatives from the Executive Board,
 and up to two other persons.

JUNIOR MANAGEMENT BOARD (New)

Establish a Junior Management Board, equivalent to the Senior Management Board, under the control of the Executive Board. The Junior Management Board to cover Primary and Under 15/Under 18 grades.

Composition: Junior Coordinator,
 Junior Coaching Coordinator,
 up to three representatives from the Executive Board,
 and up to two other persons.

COACHING PANEL (New)

Establish a Coaching Panel.

Composition: Coaching Coordinator,
 Junior Coaching Coordinator,
 Club Captains,
 and up to two others.

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The Roskill-Eden Hockey Club (Inc.)

COACHING STRUCTURE

This document has emphasised coaching as a key component of a strategy for success. It is necessary that the coaching aspects be coordinated. We should have a coaching coordinator responsible for overseeing all coaching aspects of the club. This person would be responsible for establishing coaching programmes, setting up manuals and ensuring players have continuity. The coordinator will assist coaches to achieve certification. Lower grade coaches may not have coaching certification but would rely on the coaching coordinator for assistance.

A coaching coordinator for Junior Hockey is also required. There would be special requirements here. In particular, parents and teachers would be provided with assistance so that they can become the coaches (and managers).

The coaching staff would coordinate under the coaching panel.

SPECIFIC GOALS

It is in setting goals for the next five years that we particularly need the advice of members and associates. Here are some suggested targets that reflect the proposed plan:

1997

- Have in place a Coaching Coordinator.
- Have in place a Junior Coaching Coordinator.
- Have coaches for each of the Premier and Division One Men and Ladies teams.
- The provision of a Manager for each team.
- Manager Manuals in place.
- The establishment and operation of the Advisory Board.
- Coaching manuals to be developed for the beginning of 1997.
- Top half finishes for all teams (counting Auckland based teams only).
- Emphasis on U15 and U18 teams.
- Development of a full Junior Strategy.
- Significantly improved quality of our clubroom facilities.

1998-2001

- Coaches in place for all afternoon teams.
- Full club sponsorship.
- New uniforms and tracksuits (across the board).
- Progression to top four finishes.
- Full implementation of Junior programme.



Mt. Eden Hockey Club Touring Team

AT WHANGAREI 1913

Back Row—Jae. Hill (goal), A. J. King (fullback), H. N. M. Laird (goal), W. C. Rimmer (left), J. T. Garrett (centre goal), A. P. Lynch.

Second Row—G. C. Malcolm (inside right), A. O. Butler (inside left), manager, F. T. Mulcahy (centre).

Forward—captain, M. G. V. Cole (fullback), vice-captain, A. R. Butler (left hand).

The Mt. Eden Hockey Club Touring Team (at Whangarei) in 1913

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The Roskill-Eden Hockey Club (Inc.)

1996

EXECUTIVE BOARD:

President: Alan Teixeira
Vice-President: Diane Vao
Secretary: Position vacant
Treasurer: Barry Herbison
Women's Club Captain: Sheryl Penny
Men's Club Captain: Position vacant
Grant Chester
Robyn McKegg
Kim Herbison
Robyn de Klerk

COACHING COORDINATOR: Alan Apted

WOMEN'S COACHING COORDINATOR: Herbert Lelo

MEN'S PREMIER COACH: Alan Apted
WOMEN'S PREMIER COACH: Herbert Lelo

UNDER 15 COACHING STAFF:

Robyn de Klerk
Gene Reid
Grant Chester
Alan Teixeira

JUNIOR COORDINATOR: John Anderson

LIFE MEMBERS:

Grant Chester
Max Deverill
Trevor McCauley
Jim O'Warn
Jill Penny
Tony Sutton
Bruce Whineray

PATRONS:

Phil Goff
Chris Fletcher