



FOOTSCRAY HOCKEY CLUB STRATEGIC PLAN 2019 – 2023



‘What does FHC have to do to become one of the elite clubs in the Premier League?’



Contents

1. Introduction
2. What is a Strategic Plan?
3. Implementing, monitoring and modifying the Plan.
4. Our November 2016 Strategic Planning Workshop
5. Our Philosophical / Policy Positions.
6. Community Trends.
7. Updating FHC's Club Profile, SWOT Analysis, Critical Success Factors & KPI's.
8. Our Critical Success Factors.
 - (1) Developing Inspiring Leadership
 - (2) Volunteerism
 - (3) Junior Development
 - (4) Club Culture & Image
 - (5) Participation
 - (6) Elite Performance
 - (7) Financial Strength
 - (8) Facilities

1. Introduction

Strategic planning has been a strength of FHC for several decades and has been a significant factor in the Club's progress, particularly over the past decade.

The Club began its preparation of a 2017 – 2021 Strategic Plan with an 'all-club' workshop back in November, 2016. Illnesses and other priorities have led to the plan 'taking a back seat' through 2017 and 2018, but it's now a top priority for our 2019 Board.

2. What is a 'Strategic Plan'?

A Strategic Plan is an organisation's process of defining its strategy or direction. It includes making decisions re: allocating resources to pursue this strategy.

It is an alternative to just bumbling along working hard. With Strategic Planning you:

- set high goals
- set progressive targets along the way
- allocate tasks / timelines
- allocate required resources
- monitor progress along the way.

Good strategic planning allows an organisation to:

- become proactive rather than reactive (your purpose and direction is clarified)
- initiate and influence outcomes in favour of the Club
- exert more control over your destiny, deciding where the organisation wants to be in the future
- improves organizational control and the coordination of activities
- improves financial performance and the effective use of resources

3. Implementing / Monitoring / Modifying the Plan

Once established, our Club's Strategic plan is constantly discussed at Board level and is, in effect, endorsed by Club members yearly via AGM processes such as the annual Board elections, budget ratification, and the receipt of annual reports and projections. From the Club's five year plan, immediate priorities will be determined, and these will constitute the Board's 2019 Action Plan. Each year's Action Plan, through the 2019-2023 period, will be monitored by the Board, reviewed strongly at the mid point of each season, and compared with other measuring processes such as the Australian Sports Commission's 'Club Health Check'.

4. Our November 2016 Strategic Planning Workshop

On the 26 November 2016 consultant Andrew Crowley led the Club members through a very productive Strategic Planning Workshop. The night consisted of two key elements, a review of the Club's performance against its 2012-2016 Strategic Plan, and the collation of a wide range of goals / targets / aspirations (brain-storming) that would form the basis of our 2017-2021 Strategic Plan.

Unfortunately, with this second element of the nights work, time dictated that only four of the eight 'Critical Success Factors' were subject to the brain-storming process. Those first four 'factors' will require further 'polishing' as we move through the drafting phase, whilst the second four factors (no's 4 -8) will require us to start from scratch.

5. Our Philosophical / Policy Positions

OUR PURPOSE	Mission Statement: To provide and promote facilities and activities for Men's, Women's and Junior hockey for all age groups within Footscray and local districts.
OUR VISION	A leading Premier League club
	United
	Financially secure
	A constant, continual recruiter / developer of juniors
	A quality reputation
	Admired and envied by other clubs
	Become a 'Centre of Excellence'
OUR CORE VALUES	Welcoming, friendly & caring
	Inclusive
	Respectful
	Ethical, high integrity, good sportsmanship
	Club first (not 'team' or 'individual')
OTHER 'DESIRED CHARACTERISTICS'	A community of good citizens that are responsive to the needs of the club
	Loyalty
	Powerful
	Progressive
	Vibrant
	Professional

7. Community Trends

Now

- Girls playing AFL.
- Impact of social media (watch out for mental health issues).
- Busy people.
- Sports sampling (children / families trying a range of sporting options).
- Inclusion.
- Differing communication platforms and the question of which one(s) best suit FHC
- Increased awareness of violence against women.

In the future.

- Gender identity and sport.
- Child safety standards.
- Disability opportunities.
- Automation reducing employment opportunities.
- Decentralised work patterns.
- Less physical activity (opportunities in our gym).
- To provide and promote facilities and activities for Men's, Women's and Junior hockey for all age groups within Footscray and local districts.
- Comparative summary of our perceived position in 2012 (playing our first season in Premier League) through to 2019 when we are now seven-season veterans of life in the Premier League.
- Positions.

#7 Updating FHC's Club Profile, SWOT Analysis, Critical Success Factors & KPI's.

See here a comparative summary of our perceived position in 2012 (playing our first season in Premier League) through to 2019 when we are now seven-season veterans of life in the Premier League.

The draft plan reflects a belief that most of our Club Profile, SWOT Analysis statements, Critical Success Factors and KPIs are consistent with 2012 & 2016

Club Profile

2012	2016	2019
Very large (#2) and still growing	Still #2	Into 4th year of numerical decline above U10's. Momentum change is a priority!
Outstanding facilities: hopefully about to get better - Pavilion re-build:	Awaiting Council Commitment (Pavilion re-development)	Pavilion re-build underway. Completion due end July.
F2		Re-build now requires Council budget commitment.
Financial stability: reserve funds increased	Significant reserves	Significant investment in 'new' pavilion required. Will leave a reasonable base.
Administration: stable	Stable	Stable. Filling vacancies is quite difficult though. Leadership development will be a key priority going forward.
Strategic planning: highly regarded	Strong Commitment to Strat Planning	Important to get club priorities identified again.
Volunteerism: well distributed across club.	Working quite well but still room for improvement, especially in the structure and size of the u/age committee	Needs to be highlighted i.e. keep repeating the '390 jobs' template. Constant Banter promotion.
Need more u/age families involved		As per 2016 comment.
Communication: Banter, website, facebook, twitter, other	Website needs review	Remove twitter, ad 'Team App' and Instagram.
Key partner relationships: H Vic, council, sponsors, local schools	Going well. Council relationship being tested over pav re-design process	Add the Westgate Tunnel Authority (WGTP).
		Summary: A downward turn in our numbers needs urgent attention. Otherwise, travelling well.

SWOT Analysis

Perceived strengths	Summary: Still a strong club but some worrying signs	
2012	2016	2019
Great facilities	Same position	Same position
Welcoming / helpful	Same position	Same position
Broad participation options	Same position	Same position
-Family friendly	Same position	Same position
Gender equality	Same position	Same position
Strong junior section	Diminishing	Player / family losses a concern. Loss of all boys Shield 'A' positions.
Strong financially	Same position	Still strong financially.
Upward momentum	Plateaued	Downward momentum in the Seniors (18 down to 14 senior teams over last 3 yrs) and loss of all boys Shield 'A' positions.
		Excellent 'Access All Abilities' and other 'Inclusion' programs.
		Table administration, but finding quality replacements require hard work by the Board.
		Summary: Need to identify why our seniors are reducing in size. Succession planning also an issue.

Perceived weaknesses	Summary: Growth momentum, volunteerism and boys hockey numbers all needing attention.	
2012	2016	2019
Coaching depth	Now a Strength	Continuing strength. Junior appointments, as always, hard work.
Volunteerism: apathy towards working bees, tournament help	Still an issue	Needs attention now.
Insufficient mentoring: players/coaches/umpires	Still an issue	Same. Need to address within our planned 'leadership development' initiatives.
Are we all on the same boat together	Working productively	Working productively at the moment.
Men's Pennant B roadblock	Resolved	-----
		Growth momentum (seniors) in decline. Retain our members
		Junior boys program (above U12)
		U10 (half-field) to U12 (full-field) transition needs attention

Perceived Opportunities	Summary: Need to really focus on priority issues.	
2012	2016	2019
Cement PL / become a powerful club	Mens' is vulnerable	Mens' section depth a continuing issue
Involve parents (playing, volunteers)	Requires U/age Section action	Increased action required. Need to identify involvement opportunities
Leadership opportunities for kids	Requires specific action	Increased action required. Need to identify involvement opportunities
Explore the 'western sports triangle' (VUT, Maribyrnong Secondary College, Western Bulldogs)	Requires specific action	Explore growth corridor opportunities instead
'Indoor' involvement		'Indoor' home is about to move from Monash University to Royal Park. An opportunity for FHC?
		Consolidate our "Access All Abilities" program
		Streamline our communication options.
		Develop and improve coach- parent communication (especially in seniors)

Perceived Threats		
2012	2016	2019
Online forum representation	Finished	How to further enhance our 'reputation'?
Insufficient pennant grades	Resolved	N/A
Insufficient communication	Needs attention.	Espec between coaches & players (parents) at the senior level.
Too much concentration on top grades	Resolved	N/A
Other sports	Must prioritise u/age recruiting	AFL girls' expansion a real problem. What to do?
		Expansion of AFL at Mclvor Res another challenge.
		HAust and HVic fees on top of FHC fees.
		The state of Brendan Sheehan Field (F2).
		External roadworks / access to our club.

Critical Success Factors and Key Performance Indicators: REVIEW

Critical Success Factors	Summary: Going well.	
2012	2016	2019
Retain our PL positions	Women sound, men vulnerable	Mens' depth a continuing issue.
Maintain our financial stability	Maintaining strong financial position	Good
Key Performance Indicators On field	Summary: Going well but some key items continue to be overlooked. Summary:	
2012	2016	2019
Find PL standard coaches (ongoing)	Going well. Continue.	Going well.
Advance the Men's 3rd XI out of Pennant B	Resolved.	N/A.
Ensure a min 60 junior recruits annually	Going well. Continue.	Going well. Continue.
Assess and repair F2 and 'Pavilion re-design'.	Priority #3 after 'Lease renewal'	Funding required for F2 re-build.
Improve our PL sustainability (Men)	Needs immediate support.	Time to raise our expectations. An 'elite' PL club?

-Improve our PL sustainability (Women)	Going well.	As Above.
Achieve the above items whilst maintaining our solid financial position	Very strong capacity.	Continuing.
		Grow membership across all Sections.
		Summary : Emphasis on re-establishing growth in our club.

Key Performance Indicators Off field	Summary : Going well some items continue to be overlooked.	
2012	2016	2019
Implement the new Board structure	Done.	N/A
Undertake a 'member skills audit'	Data collected, not analysed.	Must happen
Create an all-club organisational chart, annually	2017 version underway.	Must happen
Construct a sealed car park	Done.	N/A
Pavilion re-development, finalise design	Done.	Building underway
Encourage council funding / commitment	On-going.	Funding now required for F2
Renew our facilities lease	On-going.	Time to finalise the next lease
Establish strong sub committees within key portfolios. Spread the workload	Men's ?	Work required, especially in Grounds/Pavilion, Retail Ops and the Junior Section.
	Women's ?	As above.
	Juniors ?	same
	Grounds / Pavilion ?	same
	Retail Op's ?	same
Significantly increase the size of the Junior section sub committee	Yet to be done.	Getting better.
Construct Hockey HQ	Done.	N/A.

Establish improved communication initiatives	With members Action required.	Needs constant attention.
: externally	Action required.	Must happen.
Use 'survey monkey' annually for 'all club' feedback to the Board	Action required.	Still not updated daily.
Review our website provision. Create more 'immediacy'	Action required.	N/A.
Produce a consolidated Policies and Procedures document. Done.	Done	Action still required.
Develop a junior section 'strategic plan'	Action required.	Under-way (2019-2023).
Develop a new 'all club strategic plan' (2017 – 2021)	Under-way.	Requires analysis.
Improve / extend our volunteer rostering	?	Board is being kept up-to-date.
Set a process for monitoring our LEC compliance	Action required.	Still requires improved outcomes.
Find more shield standard junior team coaches	Action required.	N/A.
Finalise the revised 'Directors Roles' document	Done.	N/A.
Replace the F1 scoreboard and dug outs	Done	N/A.
Purchase a bowling machine	Done.	Upgraded' appointment made.
Appoint a well-qualified Jun Sec Coaching Coordinator	Appointment made	Create 'Leadership Development' programs.

#8 Critical Success Factors

Five Year vision: Key goals and objectives

- (1) Developing Inspiring Leadership
- (2) Volunteerism
- (3) Junior Development
- (4) Club Culture & Image
- (5) Participation
- (6) Elite Performance
- (7) Financial Strength
- (8) Facilities

1: Developing Inspiring Leadership

	Objective/goal	Desired Outcome	Action Statement	Person	Timeline
1.1	Develop leaders across all facets of the Club – hockey admin, coaching, umpiring, tech officials etc.	Programs promoting each of these club sectors	• Establish a budget allocation to cover these training programs.		
			• Identify and create leadership opportunities for junior player.		
			• Promote HV/City of Maribyrnong etc. training/leadership opportunities.		
			• Explore our involvement in Rotary Club development programs		
			• Prioritise an annual 'member skill audit'. Use it to help identify potential leaders.		
1.2	Establish leadership groups i.e PL squads, U16/U18 teams, umpires, tech officials, etc.	Link together members with similar areas of activity / interest i.e. umpires, tech officials, etc.	• Ask these groups to convene, develop and forward to the Board, some suggestions as to how we can support them to improve what they do.		
			• Invite outside 'leaders' to come to speak to each of these identified groups.		
1.3	Inspire the membership to seek to be 'elite' in Victoria.	By measures to be established, FHC are acknowledged to be in the top 4 clubs in Victoria	• Establish measures by which leading clubs can be measured.		
			• Develop a Master Plan to help FHC achieve 'elite' levels against all of the measures referred to above.		
			• Create a culture of cleaning up after you – applicable to both our outdoor playing spaces, and to our beautiful pavilion.		
1.4	Find ways to further enhance the performance of the Club's Board of Directors.	The Boards 'measured' performance is even further enhanced.	• Find a way to measure the performance of the current Board. Establish when to do this.		
			• Seek outside assistance to enhance the Boards performance, i.e. guest speakers at Board meetings.		
			• At the end of the year, re-measure the Boards performance.		

2: Volunteerism

	Objective/goal	Desired Outcome	Action Statement	Person	Timeline
2.1	Identify what needs the Club has, and broadcast those needs.	More people involved in helping drive our Club forward.	<ul style="list-style-type: none"> Repeat / update the '390 jobs' chart annually. A top priority! 		
2.2	Know what skills are available across our membership	Bring more people into the 'family' of FHC volunteers	<ul style="list-style-type: none"> Audit the registration listings to identify what skills exist amongst FHC members/their families. Another very important annual priority. 		
2.3	Make it desirable to learn how to become a great player, coach, umpire or administrator.	The Club has more talented hockey players, coaches, umpires, administrators.	<ul style="list-style-type: none"> Find role models amongst our own members / volunteers and promote them across the Club. 		
			<ul style="list-style-type: none"> Establish leaders within each of the key club sectors i.e. appoint a designated umpiring co-ordinator, a junior section coaching co-ordinator, our sub-group of tech officials, etc. 		
2.4	Recognise and promote the importance of our volunteers	Make it desirable to contribute something to your Club. Make it desirable to volunteer in some capacity every year.	<ul style="list-style-type: none"> Identify role models amongst the current leaders of our Club (people doing a lot of work/people doing a small singular task). 		
			<ul style="list-style-type: none"> Develop and implement a Volunteer Recognition Program. 		
			<ul style="list-style-type: none"> Highlight a volunteer in every Banter. 		
			<ul style="list-style-type: none"> Develop signage and other promotional opportunities that tell our volunteers how essential they are to our Club. 		
			<ul style="list-style-type: none"> Establish a '390 jobs' list very early in the season 		
			<ul style="list-style-type: none"> Create a 'jobs vacancy list' and display it through various methods 		

		Improve the availability of training opp's for volunteers.	<ul style="list-style-type: none"> Promote the availability of support 		
			<ul style="list-style-type: none"> Host training programs at FHC. 		
2.5	Other	Find new ways to broaden our membership/volunteer base.	<ul style="list-style-type: none"> Promote the benefits of being a social member (include junior players' parents) <ul style="list-style-type: none"> A. Firstly, by identifying a person who would be responsible to run this initiative B. Find ways that simplify the process of parents/others signing up 		
			<ul style="list-style-type: none"> Identify the jobs that we have available (see 2.1 above), and promote their availability to the members. 		
			<ul style="list-style-type: none"> Establish broad-based sub-committees to help with the administration of the men's section, the juniors, our retail operations and the pavilion/grounds portfolio. 		

3: Junior Section

	Objective/goal	Desired Outcome	Action Statement	Person	Timeline
3.1	Improve and enlarge our junior section	A minimum of 60 new recruits coming in each season, and a minimum of 2 boys and 2 girls teams in every age group.	<ul style="list-style-type: none"> By mid-season, report to the Board on the current years junior recruiting performance. 	Junior Section Director	
			<ul style="list-style-type: none"> Maintain and further improve our relationship with key local primary schools. 	„	
			<ul style="list-style-type: none"> List ways in which we can further improve the initial phase of new families coming in to FHC. 	„	
		An increase in the size/output of the Junior Section Committee (annual minimum of 20 people). A secondary benefit of this being that it can be the source of so many great volunteers for our club.	<ul style="list-style-type: none"> Look to get a minimum of 20 people to every Junior Section committee meeting. 	„	
			<ul style="list-style-type: none"> Increase the frequency of Junior Section Committee meetings (meeting at least monthly). 	„	
			<ul style="list-style-type: none"> Complete the Junior Sections own 5 yr Strategic Plan. 	„	
3.2	U/Age coach development	Recruit more junior coaches of better quality.	<ul style="list-style-type: none"> Produce a strategy on how to upgrade our junior coaches. 	Junior Section Director	
		Celebrate and promote seniors that 'put back' into our Junior Section.	<ul style="list-style-type: none"> Produce Banter stories several times each season that celebrate seniors giving back. 	„	
		Provide greater support/resources to Junior Section coaches.	<ul style="list-style-type: none"> Create a funded position for a Junior Section Coaching Co-ordinator. 	Junior Section Director	
			<ul style="list-style-type: none"> Report to the Board on the performance to date of the JSCC. 	Junior Section Director	
			<ul style="list-style-type: none"> Identify and promote training opportunities for all coaches. 	Junior Section Director	

3.3	Player Safety	We want child safety to be at the forefront of our activities, and embedded in our systems and processes.	<ul style="list-style-type: none"> Implement a 'Child-Safe Sport' framework. 		
			<ul style="list-style-type: none"> Consider adopting Hockey Australia's child- safe recommended sports processes. 		
			<ul style="list-style-type: none"> Develop training opportunities for members that are bound by the framework and processes. 		
3.4	Player development	Produce more high-quality junior players (aim to achieve 2 PL standard boys and girls graduating per year).	<ul style="list-style-type: none"> Strengthen our 'mentor' programs. Specifically undertake to align each PL squad member with an U12A, U14A and U16A player. 		
			<ul style="list-style-type: none"> Improve the junior/senior interface, specifically ensuring that all juniors being approached to play seniors are first 'connected' to a senior section mentor. 		
			<ul style="list-style-type: none"> Create pathways for accelerated development for talented boys and girls. 		
			<ul style="list-style-type: none"> Develop an improved GK recruitment and development program. 		
			<ul style="list-style-type: none"> Produce a coaching program for U6 to U18. 		
			<ul style="list-style-type: none"> Establish direct links to the mens' and womens selection panels. Annually discuss issues related to the junior boys and girls playing or about to play senior hockey. 		
			<ul style="list-style-type: none"> Develop a program that addresses the emotional welfare of all junior players playing or considering playing senior hockey at FHC. 		
			<ul style="list-style-type: none"> Until our Junior Section is again producing boys of PL standard, use the Club's financial strength to keep our Mens' PL squad competitive. 		
			<ul style="list-style-type: none"> Celebrate juniors at senior matches i.e. mascots, ball kids etc. 		
			<ul style="list-style-type: none"> Find a junior player development specialist and add them to our Junior Section Sub-Committee. 		
3.5	Player Recruitment.	Expose our facilities and programs to all visitors to FHC.	<ul style="list-style-type: none"> Develop a promotional package that highlights FHCs strengths and opportunities for non-FHC players/families. 		
			<ul style="list-style-type: none"> Increase FHCs presence in indoor hockey. 		

		Utilise indoor hockey as a vehicle to help recruit non-FHC juniors.	<ul style="list-style-type: none"> Identify someone (by mid-point of winter season) to co-ordinate the forthcoming junior summer indoor season 		
		Establish connections to regional centres.	<ul style="list-style-type: none"> Develop a Strategy that shows us how to develop strong links to key regional centres. 		
3.6	Umpires and Technical Officers opportunities.	Significantly increase the number of our juniors that are exposed to umpiring and technical officer development opportunities.	<ul style="list-style-type: none"> Produce a program which shows annual incremental increase in the number of our juniors exposed to umpiring and technical officer development opportunities. 		

4: Club Culture / Image

	Objective/goal	Desired Outcome	Action Statement	Person	Timeline
4.1	Great behavioural standards.	To be envied by other Clubs for our club culture.	<ul style="list-style-type: none"> Ensure strong leadership from the top re: maintaining behavioural standards. 		
			<ul style="list-style-type: none"> Promote the Codes of Behaviour, to the point where all members can be relied upon to enforce our behavioural standards. 		
			<ul style="list-style-type: none"> Promote good sportsmanship for players, spectators and parents. 		
			<ul style="list-style-type: none"> Promote appropriate respect for umpires and officials. 		
			<ul style="list-style-type: none"> Whenever necessary, stand up and let others know what is right/wrong. 		

			<ul style="list-style-type: none"> Develop an annual program that ensures that all FHC members understand what inclusion and diversity mean. 		
4.2	Inclusion and Diversity.	A Club that embraces inclusiveness and diversity.	<ul style="list-style-type: none"> Check whether our current Inclusion and Diversity Policy provides a framework for ethical decision making and integrity. 		
			<ul style="list-style-type: none"> Mount a sign in the Club's new Boardroom that quotes the 'Change Our Game' program's 'Tips for recruiting women to join your Board of Management'. 		
4.3	Social Culture	A Club that is ruthless on the field, but open and welcoming off-field.	<ul style="list-style-type: none"> Re-establish a strong social program. 		
			<ul style="list-style-type: none"> Prior to Round 1 each season, ensure that a social calendar for the year is published. 		
4.4	Continuous Improvement	Seek to achieve continuous improvement every year in every aspect of our operations.	<ul style="list-style-type: none"> Develop a Strategy that explains and promotes the concept of continuous improvement across our Club. 		
			<ul style="list-style-type: none"> Produce a program that shows how our Board will regularly monitor the Club's key goals and KPIs. 		
4.5	'Aspire to Greatness'	Inspire the membership to seek to be 'elite' in the Victorian hockey scene.	<ul style="list-style-type: none"> Develop a program that allows the Board to regularly report to the members on where / how we 'stack up' vis-à-vis other 'elite' Victorian hockey clubs. 		
4.6	Improved communication	Ensure that all members are aware of our Club's culture, brand, values etc.	<ul style="list-style-type: none"> Develop a program that encapsulates how we will educate all of our members about our desired culture, brand and values. 		
			<ul style="list-style-type: none"> Utilise our new bank of TV screens to promote our culture, our values and our annual key targets and KPIs. 		

5: Participation

	Objective/goal	Desired Outcome	Action Statement	Person	Timeline
5.1	Grow our membership	Minimum 4 teams at each age-group each year at junior level.	<ul style="list-style-type: none"> Produce a plan which explains what we have to do annually to be able to field 2 x boys and 2 x girls' teams in each age-group each season. 		
		Minimum 650 total club members	<ul style="list-style-type: none"> Develop a program that shows how the Club can gain memberships from non-players and past players. Aim for 100 non-playing members ('legends'?). 		
			<ul style="list-style-type: none"> Create a comprehensive database of past players. 		
			<ul style="list-style-type: none"> Research retention issues. Establish why players leave/stop playing at both junior and senior levels (exit interviews). 		
			<ul style="list-style-type: none"> Improve coaching quality at the participation / social levels. 		
			<ul style="list-style-type: none"> Improve our summer offerings – social hockey, rep teams playing high level, and in indoor hockey. 		

			<ul style="list-style-type: none"> • Work with HV to host and support modified new formats i.e. J Ball. 		
			<ul style="list-style-type: none"> • Develop a plan around how we can better liaise with and recruit from Victoria University. 		
5.2	Know who our members are!	Fully understand the skills and occupations of our members.	<ul style="list-style-type: none"> • Ensure that the annual registration form contains a section requesting players and junior parents to identify their occupation (and general interest in helping FHC in some way). 		
			<ul style="list-style-type: none"> • Develop a comprehensive past-players data-base. 		
5.3	LEC compliance	Ensure ongoing compliance with LEC requirements.	<ul style="list-style-type: none"> • Nominate somebody to provide the Board with- a) a pre-season, and b) mid-season report on how we are tracking with our LEC requirements. 		
			<ul style="list-style-type: none"> • Produce for the Board a plan that shows us how we can annually increase our number of accredited coaches, umpires and technical officials. 		
5.4	Other	Identify and implement effective strategies to engage and retain participants.	<ul style="list-style-type: none"> • Ask all members to annually complete an end of season 'Survey Monkey' type survey, seeking in part to identify members that may not be returning the following season. 		
			<ul style="list-style-type: none"> • Targeting those 'not returning' members, activate an 'exit survey form' that will help us become aware of the participation drivers and barriers for FHC involvement (see the HA 'National Exit Survey'). 		
			<ul style="list-style-type: none"> • Work with HA, HV and Sport Australia to identify and implement effective strategies to engage and retain participants. 		
			<ul style="list-style-type: none"> • Increase the number of accredited and active coaches and tech officials by 20% by the end of 2020. 		

		Implement a fully integrated digital platform.	<ul style="list-style-type: none"> Develop a fully integrated digital platform that allows members and the Club to transact online, ensuring that all information is collected, documented and easily retrievable. This platform will provide the Club with insights into trends/developments that will inform the Clubs strategic decision making. 		
		Implement a sustainable 'Inclusion & Diversity' program (see #4.2).	<ul style="list-style-type: none"> Produce a strategy that will help FHC deliver a successful annual 'Inclusion & Diversity' program. 		
		Develop a participation- focused FHC Marketing Plan.	<ul style="list-style-type: none"> Find and activate a club member who would prepare for us a participation- focused 'FHC Marketing Plan'. 		

6: Elite Performance

	Objective/goal	Desired Outcome	Action Statement	Person	Timeline
6.1	Attract the best available coaches in Victoria.	High quality coaching being available to all members, regardless of grade / ability level.	<ul style="list-style-type: none"> Maintain a strong budget commitment each year that allows us to successfully compete for the best senior coaches in Victoria. 		
			<ul style="list-style-type: none"> Understand what measures are required annually for our senior and junior coaches to be able to perform at their best. Section heads to be consulted prior to the annual budget discussion re their coaches' needs. 		
6.2	Targeted recruitment to 'fill holes' in our elite (mens/womens PL) teams.	Utilise our financial strength to help us recruit/retain elite players into our club.	<ul style="list-style-type: none"> Whilst we can prudently do so, maintain a controlled level of elite player recruitment / retention budget. 		
			<ul style="list-style-type: none"> Check with our senior coaches at their mid- year presentations to the Board as to what recruitment priorities should be adopted for the following season. 		

6.3	Maintain a Junior Section standard of representation in all Shield 'A' grades every year.	Be represented in all junior Shield 'A' grades every season.	<ul style="list-style-type: none"> Produce a plan that describes what we need to do to justify junior Shield 'A' representation each year in all age groups. 		
6.4	Increase the number of FHC juniors achieving representative hockey.	Increasing numbers of Wildcats, VPSSA/VSSSA & Victorian representatives each year for the next 5 years.	<ul style="list-style-type: none"> Produce a plan which outlines what we can do to produce more junior 'representative' players each year for the next 5 years. 		
6.5	Other initiatives	Each PL squad player to have an individual improvement plan.	<ul style="list-style-type: none"> Seek the senior coaches opinions re: the development of individualised improvement plans for all Premier League squad / likely future PL squad members. 		
		Higher player retention/improved player performance at the <u>U12</u> level.	<ul style="list-style-type: none"> Produce a plan that addresses the problematic transition of U10 players (who play ½ field hockey) to U12 (full field) hockey. 		
		Develop partnerships with organisations that can add value to our player/team performances.	<ul style="list-style-type: none"> Produce a plan that summarises how we can tap into external organisations who can add value to our player/team performances. 		
		Maintain/improve the pre-season junior skills sessions.	<ul style="list-style-type: none"> Produce a report/plan that develops ways to improve the current pre-season skills sessions offered to our junior age groups. 		
		Look to find 1% improvements i.e. nutrition, psychologist advice, etc.	<ul style="list-style-type: none"> Develop a list of ideas ('one percenters') that might help our players / teams i.e. nutritional advice, psychologist advice, etc. 		

7: Financial Strength

	Objective/goal	Desired Outcome	Action Statement	Person	Timeline
7.1	Annual financial performance	Move towards sustainable profits.	<ul style="list-style-type: none"> Produce a plan that suggests areas in which we can cut costs and develop more/improve existing income generating areas. 		
			<ul style="list-style-type: none"> Investigate our potential for developing a coterie group, a not-for-profit foundation, and a direct debit contribution scheme. 		
			<ul style="list-style-type: none"> Produce a plan that looks at ways to enhance our sponsorship program, and our fundraising initiatives. 		
			<ul style="list-style-type: none"> Seek budget information prior to all social events that indicates a profit to be made at each event. 		
			<ul style="list-style-type: none"> Fundraising - utilise our rooms for private (Club member) functions. Limits on the types of function! 		
7.2	Rebuilding our financial reserves.	Rebuild our financial reserves post our 2019 pavilion fit out.	<ul style="list-style-type: none"> After our investment in the pavilion re-build is complete, look to achieve an annual transfer of surplus funds into reserve accounts. 		

7.3	Upgrade Club accounting software	Determine what is best practice in community club financial software	<ul style="list-style-type: none"> Research, and then advise the Board re best practice in community sporting club financial software. At minimum, ensure the integration of bar, canteen and Hockey HQ operations. 		
			<ul style="list-style-type: none"> Present a budget request to the Boards 2020 budget prep session for our investment into a 'state of the art' financial software package. 		
7.4	Seek peppercorn rental level in the forthcoming lease over our grounds and pavilion.	Peppercorn rent in each year of our forthcoming lease	<ul style="list-style-type: none"> Research and prepare the strongest possible case around what 'community benefits' our Club delivers. 		
			<ul style="list-style-type: none"> Ensure that the working party that will represent FHC in the forthcoming lease discussions have had preparatory meetings reviewing all of the key negotiation points. 		

8: Facilities

	Objective/goal	Desired Outcome	Action Statement	Person	Timeline
8.1	F2 - rebuild totally.	New field built with very solid base, and ideally new LED lighting.	<ul style="list-style-type: none"> Contribute to the specification being developed for the replacement of the F2 pitch. 		
			<ul style="list-style-type: none"> Help secure funding for this project. 		
			<ul style="list-style-type: none"> Help ensure that the works, whenever carried out, are done 'out of season'. 		
8.2	F2 Off- field amenities	Capture the efficiencies of doing the F2 off-field amenities building replacement at the same time as the field rebuild.	<ul style="list-style-type: none"> Try to get the replacement dug- outs/ tech bench building incorporated into F2 works. 		
8.3	F2 floodlights	Replace the out-of-date F2 lighting system.	<ul style="list-style-type: none"> Try to get the replacement of the F2 floodlights system added to Council's forward capital works program. 		
8.4	Pavilion re-development	Have the pavilion re-development completed to its best possible standard.	<ul style="list-style-type: none"> Help ensure that the construction phase produces the best possible/most efficient design/development. 		

			<ul style="list-style-type: none"> Utilise our financial reserves to professionally 'fit-out' the building i.e. top quality kitchen fittings, furniture, floor coverings etc. 		
			<ul style="list-style-type: none"> Improve display arrangements within Hockey HQ. 		
8.5	F1 Flood lights.	F1 floodlights upgraded with LED lighting.	<ul style="list-style-type: none"> Get the upgrade of our floodlighting systems (F1 & F2) listed in Council's forward capital works program. 		
			<ul style="list-style-type: none"> Replace our current floodlighting systems with new LED lights. 		
8.6	Scoreboards.	Place the previous F1 scoreboard into position on the F2 field.	<ul style="list-style-type: none"> Relocate the old F1 scoreboard adjacent to the F2 field. 		
8.7	F1 Off-field facilities.	Develop improved spectator/player facilities around F1.	<ul style="list-style-type: none"> Develop master plans for the off-field facilities servicing F1. 		
8.8	Other.	Improve our facility's 'front entrance'.	<ul style="list-style-type: none"> Assist Council in developing a landscape master-plan applicable to the pavilion's southern side. 		
			<ul style="list-style-type: none"> Develop a master-plan for the upgrade of the Club's gymnasium. 		
			<ul style="list-style-type: none"> Get wi-fi capacity in our pavilion for our members. 		
			<ul style="list-style-type: none"> Adjust the design/fit-out of our gym so as to make it more attractive for general member usage. 		
			<ul style="list-style-type: none"> FHC to produce a 'Facilities Renewal Strategy' which identifies facility components that need inclusion in Council's Forward Capital Works Program. 		

