



# 2024 - 2028 STRATEGIC PLAN

## 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 2024 - 2028 Strategic Plan with the review of the CLUB PROFILE, SWOT ANALYSIS, CRITICAL SUCCESS FACTORS & KPI'S in August 2023, followed by an 'all-club' workshop in November, 2023.

## 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 FOLLOWING THE PATH AND 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 organisational control and the coordination of activities.
- improves financial performance and the effective use of our resources.

## 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 Action Plan. Each year's Action Plan, through the 2024-2028 period, will be monitored by the Board, reviewed strongly at the midpoint of each season.



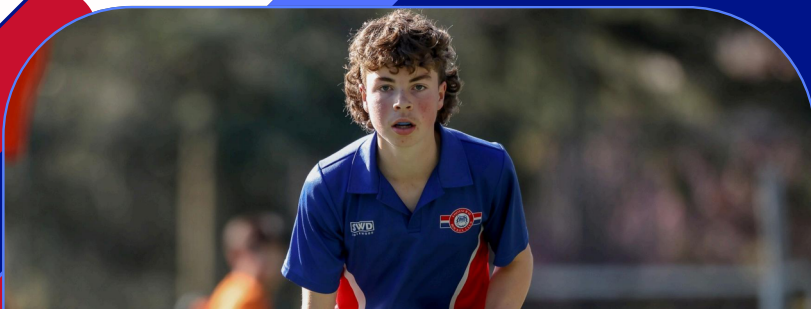
## OUR PHILOSOPHICAL / POLICY POSITION

### OUR PURPOSE

To foster a sustainable friendly environment, that provides opportunities for all genders, age groups, and abilities, to grow and develop and to enable individuals to reach their potential in this chosen sport.

### WHO WILL BENEFIT?

By upholding our core values, individuals and families of the local community, as well as past, present and future members and their families, will be the beneficiaries of what Footscray Hockey Club can offer.



### OUR VISION

- To build a quality reputation both on and off the field
- To build pride and loyalty and a sense of ownership to 'our' club.
- To create an environment and culture that welcomes and encourages volunteerism.
- To become a 'Centre of Excellence' both on and off field.

### OUR CORE VALUES

- Welcoming, friendly and caring
- Inclusive
- Respectful
- Ethical, with high integrity, displaying good sporting attributes.
- Family oriented.



## OUR MISSION AND PRIORITIES

### TO BUILD A SUSTAINABLE, SUCCESSFUL PREMIER LEAGUE HOCKEY CLUB BOTH ON AND OFF THE FIELD

Having gained Premier League status through the execution of past strategic plans, we now focus on succeeding at Premier League level, and graduating players through our junior and senior programs into our Premier League Squads, whilst constantly pursuing the goal of developing elite, state and international hockey talent.

### TO RECRUIT AND DEVELOP LOCAL JUNIOR MEMBERS OF THE COMMUNITY, CONSISTENTLY AND CONTINUALLY

Targeting the local school community and broadening the area in which we currently serve, with increased FHC on-ground support, we will continue to populate our 'Come and Try' sessions. Increased engagement will encourage longevity of membership and sustainability of depth in junior teams.

### TO VALUE AND TO BE SUPPORTIVE OF ALL MEMBERS, REGARDLESS OF GENDER, RACE, AGE, AND ABILITY.

To promote, encourage and to be the voice that elevates and supports the minority, to be equally valued members of our Hockey Club. To proactively aim for and promote gender equity and inclusion across all aspects of club life.

### TO BE FINANCIALLY SECURE

To ensure that continual income is achieved through strong membership, aggressively seeking grant opportunities and enticing local business for club and player sponsorship. This, as well as our ongoing income successes through ground/facility hire, canteen and Hockey HQ sales, will ensure a continuous income stream. Smart investment and carefully budgeted spending to ensure growth and development, and facilitating sharing cost opportunities for major infrastructure upgrades, is the club's priority.

### TO FOSTER AND GROW OUR RELATIONSHIP AND PARTNERSHIP WITH MARIBYRNONG CITY COUNCIL.

To align with the Maribyrnong City Council's vision and responsibilities to promote health and development of our community through recreation and to ensure our assets are maintained, managed efficiently and responsibly.

