

# Vision, Mission, and Values



## Vision

To be a Premier League club that supports all players of all levels to achieve their hockey goals

## Mission

To support people to play and enjoy hockey regardless of skill level, identity, or age in a safe and supportive environment

## Values

Welcoming, Genuine, Successful, Driven, Inclusive, Evolving.

# Objectives

**Our Vision** To be a Premier League club that supports all players of all levels to achieve their hockey goals

## Our Strategic Objectives for the next 5 years (2024 – 2029)

### 1. On Field Excellence

Become a men's and women's premier league club.

Continued growth of participation and social numbers.

Provide an environment that fosters success and excellence and allows players to reach their highest potential.

Become a destination club  
Enhance and formalise pathways for juniors to enter seniors and enter high performance programs at state level.

Elevate the importance of Growth and Coach Development roles.

### 2. Officials and Committee

Have a culture where our members want to and succeed to coach and umpire.

Development of our own people to a level where they can deliver excellence.

Reward and recognise our people's accomplishments.

Build influence in area and state hockey.

### 3. Community

Equity and Equality.

Welcoming of all people regardless of age, identity, or ability.

Reflect the values of our members and community.

Our players and officials always reflect the club's values.

Supportive of people through their barriers.

Deliver a positive impact in our community.

Build engagement with past players directing them to Coterie.

### 4. Financial Strength

Have strong financial processes and checks.

Ensure hockey is as financially accessible as possible.

Have financial plans beyond current FY.

Transparency in how the club's finances are managed.

Development of sponsorships and sponsorship relationships.

### 5. Facilities and Function

Delivery of a second ground.

Appropriate facilities for players on game day.

Better management and running of our facilities at Brunswick Secondary College.

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### Our Strategic Pillars for the next 3 years (2024 – 2027)

#### 1. On Field Excellence

Target and recruit players and coaching required to support PL strategy.

Create and deliver high performance strategy.

Develop a proper OS/ paid player strategy, process, and accountability.

Continue to grow men's and women's section numbers to ensure depth.

#### 2. Officials and Committee

Deliver and document standardised processes across sections and roles.

Establish and fill merchandise/ uniform role.

Establish and fill social media role.

Establish Hall of Fame.

#### 3. Community

Develop strategies for delivering targeted rounds without suffering "round fatigue".

Build our capacity to engage with local community and for-purpose organisation.

Prioritise Season Opener and Welcome to Country Event as one of the key events for the club.

#### 4. Financial Strength

Fully implement financial audits and reviews.

Identification of long term financial requirements and plan accordingly.

Growth in sponsorship.

Create "Supporter Membership".

#### 5. Facilities and Function

Continue drive and facilitation of new ground.

Facilities - delivery of appropriate gender facilities at ground(s).

Improve storage and equipment management at ground.

# Pillar 1 – On Field Excellence

## Tasks and Responsibilities

	Strategy / Objective	Action	Responsible	Priority
1	Target and recruit players and coaching required to support PL strategy.	<ul style="list-style-type: none"> <li>Define the attributes we seek and what is missing from current teams and structure.</li> <li>Recruit a Coaching Director</li> <li>Review LEC requirements and ensure the club evolves with these requirements.</li> <li>Develop and deploy recruitment strategy.</li> <li>Define and document player OS/ Paid player process and strategy.</li> <li>Look to strategically bring in (a limited number of) overseas players to bolster and complement current players and skills</li> </ul>	<ul style="list-style-type: none"> <li>Executive</li> <li>Section Leads</li> <li>Senior coaches</li> </ul>	<p>By season start</p> <p>By June 30</p> <p>Ongoing</p> <p>Start 2025 season</p> <p>Start 2025 season</p> <p>Start 2025 season</p>
2	Create and deliver high performance strategy.	<ul style="list-style-type: none"> <li>Define what we see as high performance scenarios across club</li> <li>Develop standardised plans and material to deliver high performance training</li> <li>Develop resourcing model to deliver training.</li> <li>Complete a skills audit for all players with VL/ VLR as a priority and then moving onto other teams. Delver targeted training.</li> <li>Have all coaches identify key objectives for each season and implement review and support processes.</li> </ul>	<ul style="list-style-type: none"> <li>Coaching Director</li> <li>Senior coaches</li> <li>President/ Vice president</li> <li>Section Leads</li> <li>Junior high performance stakeholders</li> </ul>	<p>By season start</p> <p>Start 2025 season</p> <p>By season start</p> <p>By season start</p>
4	Continue to grow men's and women's section numbers to ensure depth.	<ul style="list-style-type: none"> <li>Increased utilisation of social media to lift presence of club in immediate area.</li> <li>Continue delivery of “come and try days”</li> <li>Lift presence of club in overseas social media.</li> <li>Continued support of lower graded teams through targeted activities and actions.</li> </ul>	<ul style="list-style-type: none"> <li>Section Leads</li> <li>Social Media Coordinator</li> </ul>	<p>By season start</p> <p>Ongoing</p> <p>Ongoing</p> <p>By season start</p>

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# Pillar 2 – Officials and Committee

## Tasks and Responsibilities

	Strategy / Objective	Action	Responsible	Priority
1	Deliver standardised process across sections.	<ul style="list-style-type: none"> <li>Continue documentation of current processes that are succeeding (ad hoc to formal)</li> <li>Identification of processes that currently have no formal process in place</li> </ul>	<ul style="list-style-type: none"> <li>Section leads</li> <li>Secretary</li> <li>President</li> </ul>	<p>By season start</p> <p>Start 2025 season/ Ongoing???</p>
2	Create merchandise/ uniform role.	<ul style="list-style-type: none"> <li>Complete job description and target potential candidates</li> </ul>	<ul style="list-style-type: none"> <li>Executive</li> </ul>	By season start
3	Create and fill social media role.	<ul style="list-style-type: none"> <li>Complete job description and target potential candidates</li> </ul>	<ul style="list-style-type: none"> <li>Executive</li> </ul>	By season start
4	Member recognition.	<ul style="list-style-type: none"> <li>Establish a criteria and framework for the Hall of Fame that cohabitates with life membership criteria</li> <li>Seek approval from committee on above.</li> </ul>	<ul style="list-style-type: none"> <li>Community Officer</li> <li>Committee</li> </ul>	By season start
5	Implement robust incident reporting and management processes.	<ul style="list-style-type: none"> <li>Establish incident reporting process</li> <li>Establish incident reporting subcommittee to manage complaints from independent perspective.</li> </ul>	<ul style="list-style-type: none"> <li>Executive</li> </ul>	By season start

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# Pillar 3 – Community

## Tasks and Responsibilities

	Strategy / Objective	Action	Responsible	Priority
1	Develop strategies for delivering targeted rounds without suffering "round fatigue".	<ul style="list-style-type: none"><li>Identify new events that can cohabitate with rounds that attract all sections.</li><li>Develop new social roles across sections to reinvigorate events and delivery</li></ul>	<ul style="list-style-type: none"><li>Committee</li><li>Social committee</li></ul>	By season start
2	Build our capacity to engage with local community and for-purpose organisations.	<ul style="list-style-type: none"><li>Look to further develop our community engagement and social delivery</li><li>Identification of aligned community organisations</li><li>Establish resourcing models for delivery.</li></ul>	<ul style="list-style-type: none"><li>Committee</li><li>Inclusion Officer</li></ul>	Start 2025 season
3	Prioritise Season Opener and Welcome to Country Event as one of the key events for the club.	<ul style="list-style-type: none"><li>Continue building quality and content of season opening.</li></ul>	<ul style="list-style-type: none"><li>Committee</li><li>Inclusion Officer</li></ul>	By season start

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# Pillar 4 – Financial Strength

## Tasks and Responsibilities

	Strategy / Objective	Action	Responsible	Priority
1	Fully implement financial audits and reviews	<ul style="list-style-type: none"> <li>In progress.</li> </ul>	<ul style="list-style-type: none"> <li>Executive</li> </ul>	By June 30
2	Better financial planning / modelling and Identification of long term financial requirements	<ul style="list-style-type: none"> <li>Use FY24 budget to better refine and develop financial planning for the year.</li> <li>Once FY24 budget completed, identify key ongoing items required for financial planning.</li> <li>Improved interrogation of variances and deviations of each yearly budget</li> </ul>	<ul style="list-style-type: none"> <li>Executive</li> </ul>	By season start By June 30 By this time next year
3	Growth in sponsorship	<ul style="list-style-type: none"> <li>Continue growth in sponsorships</li> <li>Further develop engagement and reporting to sponsors.</li> <li>Further develop and deliver Business Network</li> </ul>	<ul style="list-style-type: none"> <li>Sponsorship Lead</li> </ul>	By season start By June 30
4	Create "Supporter Membership"	<ul style="list-style-type: none"> <li>Develop and deploy non playing membership</li> </ul>	<ul style="list-style-type: none"> <li>Executive</li> </ul>	By season start

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# Pillar 5 – Facilities and Function

## Tasks and Responsibilities

	Strategy / Objective	Action	Responsible	Priority
1	Continue drive and facilitation of new ground	<ul style="list-style-type: none"><li>• Continue engagement with stakeholders to deliver a second ground for the club</li></ul>	<ul style="list-style-type: none"><li>• Community Officer</li></ul>	Ongoing
2	Improve storage and equipment management at ground.	<ul style="list-style-type: none"><li>• Identify appropriate resources that can help in reviewing possibilities and options, and implement</li></ul>	<ul style="list-style-type: none"><li>• Executive</li><li>• Committee</li></ul>	By season start