

2021-2024
Strategy



ALTONA
HOCKEY CLUB

The bigger picture

Our Purpose

Create a safe place for our community to come and always be welcome

Who we serve

Our present and past members, guests, the sport of hockey and the Hobson's Bay community

Our Vision

To lead Victorian hockey in sustainable competition and community engagement

Our Values

Inclusion
Excellence
Professionalism
Pride
Wellbeing
Spirit

Our Mission

Amplify our club's sustainable future success by:

- **Fostering** the growth and development of the sport of hockey
- **Investing** in the ongoing development of our members and our club
- **Inspiring** and creating positive community impact

Our Values:

Inclusion

We are a social, family friendly, community-based sporting club, welcoming people of all ages, backgrounds and abilities.

Excellence

We strive for continuous development and improvement in all areas of hockey and community contribution.

Professionalism

We are well organized and show leadership in all facets of our club

Pride

We celebrate our past and present achievements.
Our future is shaped by our long and proud history of success

Wellbeing

We promote good sportsmanship, friendly competition and a healthy and safe environment

Spirit

We respond to challenges with positive intent.
We work together to overcome adversity.

Our Strategic Priorities

Foster

Hockey Victoria and Hobsons Bay City Council Partnerships

- Maintain a strong relationship with HV through the promotion, support and deployment of their overall strategy within our zone.
- Leverage HV initiatives to create beneficial impact to AHC
- Actively strengthen our HBCC relationship to underpin our facility development

Increase community awareness and reach

- Raise public awareness of hockey and the AHC to the non-hockey community within our catchment zone.
- Build awareness and engagement through advertising and promotion of our club to attract new members/supporters.

Expand opportunities to participate

- Create more ways for all members of our community to participate at all levels and abilities

Fostering the growth and development of the sport of hockey

Our Strategic Priorities

Invest

Attracting

- Attraction of new players to our club to ensure a sustainable hockey competition
- Engage in community outreach to actively recruit new junior players
- Devote specific attention to increase female participation and retention at all ages.
- Leverage the strength of our club culture to encourage new playing members

Member Experience

- Build pride, connection and engagement across our membership base and alumni to improve retention.
- Includes onboarding of new members, ongoing engagement of existing and past members in all areas of club activities and opportunities to participate.

Pathways

- Actively enable members to realise their own hockey aspirations as players (at all levels, ages, abilities), coaches, umpires, officials, administrators, volunteers and supporters.

Facility Development

- Work with HBCC to ensure the successful funding and completion of our clubrooms upgrade.
- Maintain awareness and planning of requirements to ensure our playing facilities enable us to play and host elite level games.

Governance

- Increase our reputation with stakeholders, HV and HBCC through demonstration of strong governance and fiscal responsibility.

Investing in the ongoing development of our members and our club

Our Strategic Priorities

Inspire

Raising the bar

- Set and maintain high standards as a community club, by seeking out accreditations, certifications and partnerships that exceed what is expected of us, and demonstrates our commitment to positive community impact

Be a place that the community wants to use

- Increase the awareness of, and bring more people to our place
- Create a positive community place and expand the utilization of the current facility beyond hockey operations – increase non-operational revenue generation.

Inspiring and creating positive community impact

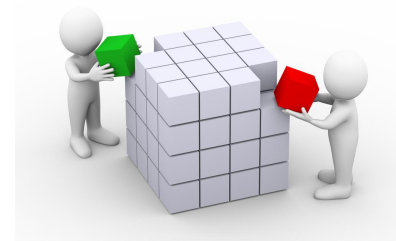
Critical success factors



In order to lead Victorian hockey in sustainable competition and community engagement, we need to show that we can:

- Maintain our Premier League status
- Demonstrate on-field success – regular finals appearances across all grades
- Complete our facility redevelopment
- Grow our playing membership base
- Grow female participation to sustain our women's/ girls' competitions across all levels
- Recruit, develop and retain volunteers with appropriate skills.
- Demonstrate strong working partnerships with HV, HBCC, other clubs from the Western suburbs and Regional Victoria.
- Develop strong working partnerships with schools and community groups within our catchment zone
- Develop our junior members into future leaders of the club, both in hockey-specific and administrative roles.
- Increase and maintain funding from alternative revenue sources
- Continue to demonstrate prudent financial management.

Required capabilities



To deliver on our strategic priorities, we need to be able to attract and retain people who have the skills and abilities to:

- Influence decision making with local government and Hockey Victoria
- Successfully partner with HBCC on all aspects of facility development
- Directly connect with non-hockey community groups
- Create and maintain diverse communication channels and community engagement.
- Support expanded participation and facility utilisation activities
- Define, develop and implement member attraction, experience, and pathway programs
- Maintain strong governance and financial discipline
- Identify appropriate certifications, accreditations and partnerships that the club should hold or acquire