



Power House St Kilda Hockey Club
Hockey Drive Albert Park
ABN: 63 511 831 979
Organisation no. A0012210S

Power House St Kilda Hockey Club

Strategic Development and Business Plan 2015 - 2020

Prepared: January 2015

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Mission Statement

Vision

Port Phillip residents of all ages, backgrounds & abilities have access and opportunity to participate in an appropriate & high quality hockey program.

Mission

Excellence in managing a first-class field hockey club, for players and the community, in the Port Philip Council demographic of Victoria, Australia

Our Commitment, Ethos and Standards

Power House & St Kilda Hockey Club (the **Club**) prides itself on its commitment to:

- providing an inclusive, welcoming, high quality environment for the recruitment, training & participation in competitive hockey of Junior, Senior & Masters players thereby benefiting the physical, mental & social wellbeing of participating members of our community;
- encouraging involvement in the sport of hockey by providing a platform on which players from all socio-economic backgrounds, cultures & gender orientation can enjoy the recognised benefits of sporting participation;
- promoting an appreciation for the sport of hockey in our community;
- recognising & supporting the concept that the majority of club members join to play socially and form friendships within the club without pressure on any individual to be a competitive edge hockey player; and
- supporting and inspiring the development of elite hockey players to participate in State & National competitive performance and training opportunities for the benefit of our Club & community.



Goal defence against Mentone Hockey Club in Women's Premier League Reserve Match 2014 Season

Summary and Key Objectives

Summary

The objectives and strategies in this Strategic Development Plan aim to bridge the gap between where the Power House & St Kilda Hockey Club is now, and the vision of where the organisation wants to be in the future. The Strategic Development Plan will be a working document with a clear purpose of initiating focused action and generating clear and measurable results.

Key Objectives

Objective 1 - Our Community: We will seek to ensure the required, sustainable development of the Power House & St Kilda Hockey Club with governmental, corporate & community support.

Objective 2 - Our Participants: We will attract and retain increasing numbers of players (of all abilities) and their supporters to the Power House & St Kilda Hockey Club.

Objective 3 – Our Organisation: We will optimise the governance and strategic and financial management of the Power House & St Kilda Hockey Club.

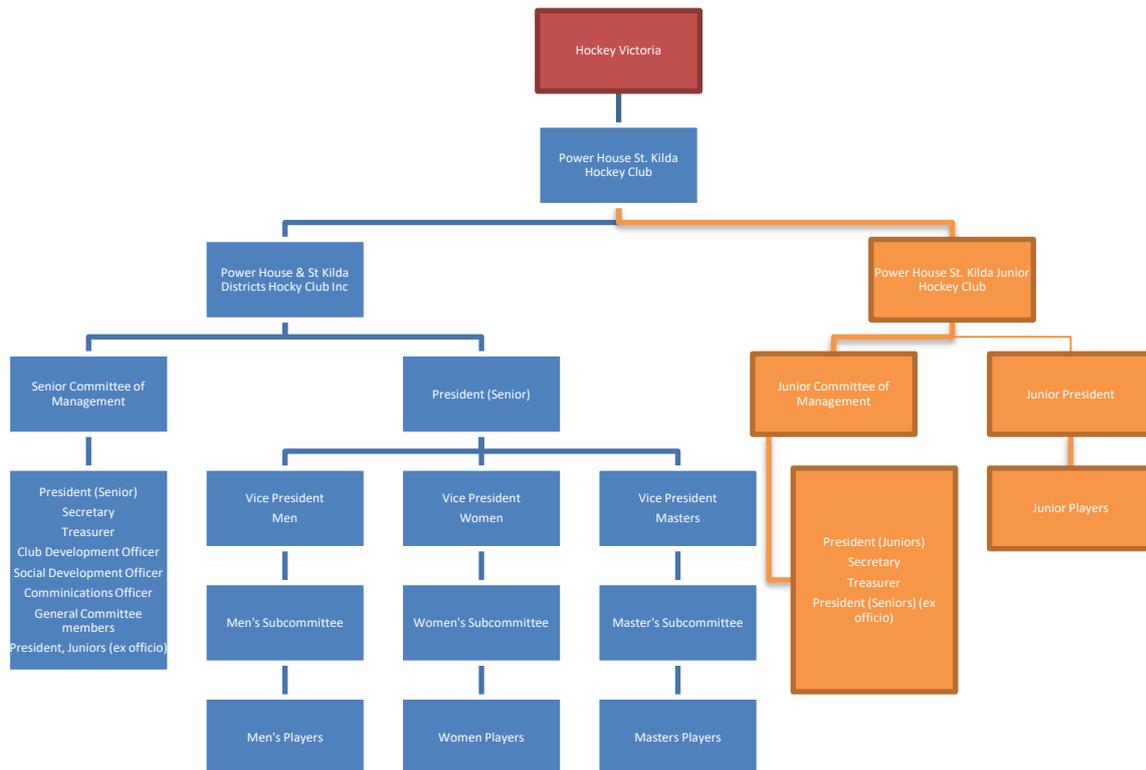
Objective 4 – Our Facilities: We will pursue the development of playing and club facilities to an appropriate standard required by the Power House & St Kilda Hockey Club and Hockey Victoria



Mal Kemp voted full back for Hockey Victoria dream team 2014

Organisation chart

Figure 1: Power House St Kilda Organisation Chart.



Committee of Management 2018

Position	Name	Time in position
President	Eric Keser	1st year Previously Masters VP
Vice President – Masters	Jeni Beattie	1 st Year

Position	Name	Time in position
Vice President – Women	Lydia Shortt	1 st year
Vice President – Men	Jeremy Laird George Hurley	1 st year
Secretary	Lucy Fogarty	2nd year
Treasurer	Bruce Potgieter	1st year
Club grants and governance LEC	Anne Cerche	Past president
Social Development Officer	Darcy Morrow	1st years
Communications Officer	Annabel Thomson Fiona Cousins	Appointed 2017
Sponsors		

Relationship with Hockey Victoria

Hockey Victoria is the peak body for the administration of the sport of hockey in Victoria. The objects for which the Association is established and maintained are to control, promote, encourage and improve hockey in Victoria, including but not limited to:

- participate as a member of Hockey Australia through and by which hockey can be conducted, encouraged, promoted, advanced and administered;
- provide for the conduct, encouragement, promotion and administration of hockey throughout Victoria at junior senior and masters levels.
- ensure the maintenance and enhancement of the Association.
- provide for high performance and athlete development pathways.

Power House and St Kilda Hockey Club is one of the metropolitan affiliate Clubs. The Club and the playing members are all affiliates of Hockey Victoria .

The Major Link now is the LEC for Premier League.

Promotion of Hockey Victoria

As part of Hockey Victoria's policies to promote and grow hockey in Victoria, Hockey Victoria has set criteria to be achieved by Premier League Clubs (1) to grow hockey at a community level and maintain high skill achievements.

See LEC requirements

The aim is to

- Increase player participation especially in juniors
- Grow the pool of Club volunteers
- Improve the quality of coaches and umpires
- Improve facilities

Relationship with Parks Victoria and the City of Port Phillip

The Club's ground and clubrooms are located in Albert Park. The Club has a licence for use of the Clubrooms in the Cox Mckenzie Pavilion from Parks Victoria directly. The pavilion was built in 1988 but is of poor design and construction. Built on a marsh it suffers greatly from damp. The orientation and design makes it difficult to view the games and provide canteen facilities. In addition the drains leak and water damage is a problem.

The ground is a new hybrid turf was constructed in 2017 contributed by the sinking fund managed by Wesley and the City of Port Phillip. The facility is managed by a non-profit consortium consisting of Wesley and the City of Port Phillip on behalf of the Club. The facility is used for hockey from April to September and for tennis in the other half of the year. The club pays ground hire fees for training and games.

The land beneath the turf belongs to Parks Victoria and there is a 21 year lease to the Club and Wesley which expires in in 2018. Currently being renewed.

Any changes or upgrades need to be approved by Port Phillip and Parks Victoria.

History

Powerhouse & St Kilda Hockey Club was formed by the amalgamation in 1987 of two District Hockey Clubs who were geographically linked at Albert Park and in a bid to build a junior section.

Power House was a formidable force in the 1980s winning several premierships and was a part of the Lord Somers association.

In 1988 the Club House was built and the synthetic turf was laid in 1997. At that time the Junior Club was developed. Even though there were still not many families in the area, considerable effort was made to field at least one team in each age group.

Increasingly St Kilda and Albert Park became attractive areas for families and young people to live, resulting in the Club gaining momentum.

Once again adapting to changing times, the Club now welcomes overseas members drawn from individuals here for a few years on a working visa as well as backpackers passing through.

Serious players from Europe apply now to play with our Premier League teams

Club composition

Powerhouse & St Kilda Hockey Club is made up of membership fee paying players and non fee paying supporters and friends. The club comprises two bodies Power House & St Kilda Districts Hockey Club Inc (seniors, masters and general liasson with Hockey Victoria) and Power House & St Kilda Junior Hockey Club Inc (juniors)

Volunteers who provide services such as governance, logistical organisation and manual help are drawn from players parents and supporters..

Cohorts of players of both sexes form the Junior, Senior and Masters components of the club

Player numbers for 2015 are anticipated at 380 individuals with a recruitment drive planned to attract another 50 adults to this player base.

In 2018

Powerhouse/St Kilda Hockey Club	HV 2018 Junior Outdoor Playing Membership (Under 10 as at 31 December 2017)	Active 78
Powerhouse/St Kilda Hockey Club	HV 2018 Adult Outdoor Playing Membership (Over 18 as at 31 December 2017)	Active 212

Powerhouse/St Kilda Hockey Club	HV 2018 Dual / Secondary Club Playing Membership Add-on	Active 9
Powerhouse/St Kilda Hockey Club	HV 2018 Non-Playing Membership	Active 4
Powerhouse/St Kilda Hockey Club	HV 2018 Youth Outdoor Playing Membership (Aged 10 - 17 as at 31 December 2017)	Active 116
		419



Sophie Crandall U14 Victorian representative playing in women's Pennant A competition

Competitions

	Juniors	Women	Men	Masters
	Hookin2Hockey (beginners program – training)	Vic League 1	Premier League	Over 35B men
	Under 10s: 2 or 3 quarter field teams 1 full field team	Vic League 1 Reserves	Premier League Reserves	Over 45D men

	Juniors	Women	Men	Masters
	Under 10 district Under 12s: 1 Shield Team 1 District Team 1 Girls pennant	Pennant B	Pennant B	Over 50 A men
	Under 14s 1 Shield Team 1 District Team	Metro 1 2016 Pennant D	2016-Pen E	Over 35A women
	Under 16s 1 Pennant Team ADDITION OF U18 teams 2016 and 2017 2018	2016Metro B	Metro B	Over 35B women
Total	8 Teams	5 Teams	5 Teams	5 teams

Current Elite Players

Juniors	Women	Men	Masters
Under 14 Victorian Girls Team Sophie Crandall Maddie Stirling U12 Victorian School Boys Sam Dawkins Max Dalton Jamie Zimmerman Nic Cherry Nic Loycke	Under 18 Victorian Team Sophie Thomson Maddie Ratcliffe Both transferred out)	Victorian Vikings (open age) Malcolm Kemp Adam Seccull Jake Sherren Will Gilmour VIS scholarships AS JS and WG Tristan Chaffey	Grant McAskell Australian 35 + (left) Kate Mckernan

Juniors	Women	Men	Masters
	Under 21 Victorian Indoor team Zoe Parlamentas Sophie Thomson	Open and Under 21 Victorian Indoor Teams Adam Seccull Ben Seccull Brenton Perry Matt Defina (GK) Jeremy Robinson Will Cerche Michael Menzies Max Dalton Luke Bennett U21 State Lachie Stock	



Desperation wins the day – example of play that led to minor premiership for Men's Premier league in 2014

Issues facing the organisation

Powerhouse & St Kilda Hockey Club is faced with a number of issues that are likely to have a direct impact on the implementation of the Strategic Development Plan. These issues will be addressed in the Objectives and Outcomes.

Example Issues

- Generating adequate income through club fees, grants, sponsorships and fundraising to provide year upon year balanced budget. Without any formal ownership of the ground and with access for 6 months the Club is unable to set aside a sinking fund of great proportions
- Servicing our members with a well constructed and supervised development program all the way from the lowest junior ages up (intention is to use men's PL players to boost Juniors skills training).
- Implementation of a recruitment program which will be critically dependent on urgent pitch and facility upgrades/replacement as well as the development of a coaching development pathway.
- Marketing and promotion of the sport of hockey at Power House & St Kilda Club to corporate entities, government and the general community
- Corporate governance – role of committees, relationship between committee, players, coaches and volunteers, reporting lines between committee & players, coaches & volunteers and succession planning.
- DIFFICULTIES SATISFYING LEC INTAKE and balancing CLUB needs



Women's Pennant A bunker down at half time with coach Jessie McCartney

Aims

The following aims reflect what Powerhouse & St Kilda Hockey Club wants to achieve over the next three years:

- Put in place effective governance and management practices throughout the organisation.

- Create financial stability and independence for the Power House & St Kilda Hockey Club by increasing levels of fee collection, sponsorship, fundraising and support of the sport of hockey in our community
- Develop longevity and a succession plan for the committee
- Encourage personal development in playing, coaching and umpiring hockey amongst the member base of the Power House & St Kilda hockey Club
- Increase the membership base of the Power House & St Kilda Club in order to increase the number of teams that are entered into competition to meet HV's Premier League ready criteria by end of 2017 and onwards. SEE LEC criteria Appendix A
- Upgrade the facilities on an urgent basis with acquisition of a hybrid playing surface, dedicated to the sole usage of the Power House & St Kilda Club (to meet HV's Premier League ready criteria) by 2018 and for refurbishment or replacement of other club facilities to be well underway or completed by 2019 **COMPLETE**



Ellie Chesterman on the break in Women's Premier League

S.W.O.T. analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong recruitment amongst tourist, back packer & working visa demographic • Good reputation for fostering & encouraging youth and young adult participation in club hockey • Club is notable for its commitment to equity and access welcoming all who seek to join • Committed committee providing conscientious governance of Club • Broad range of skills and expertise in committee • Quality of players, coaches and umpires • Supportive, constructive environment for club players through youth to seniority • Linkage with & support from other Flames Zone Clubs • Club offers separate but complementary social & elite hockey paths • Club excels at producing engaged young hockey players at U/12 and U/14 level 	<ul style="list-style-type: none"> • Inability to regain PL status for women's' 1st team until HV's 'PL ready criteria' are met. This will be met in 2018 • substandard playing & club facilities.NEW GROUND 2017 for 2018 • lack of year round access to pitch/facilities. • Insufficient membership, partly limited by inadequate facilities • Viable budget required for sustainability • Lack of funding to sustain current program of club activity • Short term focus on results in VL ad PL rather than a patient and hard-working approach to whole club development • Pathway from juniors to seniors improving • Retention of youth players is inadequate particularly amongst girls • Lack of team management / coaching resources. Level 1 and 2 coaches • Failure to lure quality long term coaches because of a lack of funds

Opportunities	Threats
<ul style="list-style-type: none"> • Urgently upgrade pitch & club facilities. PITCH done • Strengthen strategic alliances with H V & Central Metro Flames Zone DONE • Institute failsafe fee payment system to eliminate bad debts DONE • Return and maintain budget in neutral or surplus state DONE • Commit to systematic development of our junior players ensuring continuing & sustainable influx of junior players into our senior ranks. IN PROGRESS • Improve junior player pathways into senior and representative ranks by providing a clear pathway and senior selection policy for junior players IN PROGRESS • Create a transparent club model that involves more people taking on smaller roles. CHANGES EACH YEAR • Expand games programme by introducing a further men's & a further women's teams in the 'Metro' level of competition • Recognise that different members play hockey for different reasons, and as many people as possible should be encouraged to plan social events that do not involve or promote heavy drinking. BROAD SOCIAL EVENTS • Explore what club members want in their club experience and make decisions that pursue these goals. 	<ul style="list-style-type: none"> • Potential loss of PL status for men's' 1st team in 2018, if HV's 'PL ready criteria' are unable to be met. 2018 and 2019 met • Lack of revenue/fragile economic environment/ financial loss • Insufficient corporate support IMPROVING • Inability to compete for sponsorship TWO MAJOR SPONSORS • Inadequacy of current CLUBROOM venue • Lack of suitable facility for pre-season training particularly of juniors POOR MANAGEMENT BY WESLEY IN 2018 • Inadequate risk management (Compliance, Funding, OH&S issues) • Inadequate succession planning, potential loss of key committee members NEED TO HAVE LONGEVITY. STRESS OF KEY POSITIONS • Negligible market profile NEED A CLUB PROMOTIONS MANAGER • Deleterious effect on retention & recruitment of loss of reputation after relegation from Women's Premier League Competition . VL1 should be promoted to PL in 2019 • Predatory behaviour of other clubs towards Club players particularly after relegation from Women's Premier league. • HV draining Club funds and adding stress to Club well being. LEC

Key Objectives

Objective 1 - Our Community

We will seek to ensure the required, sustainable development of the Powerhouse & St Kilda Hockey Club with governmental, corporate & community support.

Strategies	Actions	Responsibility	Time Lines	Performance Outcomes	Future Tasks
Meet HV's Premier League Ready Criteria by 2018 to be eligible to stay in the HV Premier League competition (men and /or women)	<ul style="list-style-type: none"> • 500 Lux Lighting at the facility • Minimum of two change-room facilities – with shower facilities. • 2x team dugouts for players and 1x official's dugout. • Supply of a Technical Bench • New turf surface 	<p>President</p> <p>Committee</p>	<p>Completed by 1/1/18</p> <p>LUX lighting in progress – consortium</p> <p>Tech bench installed</p> <p>Hybrid surface installed</p>	<p>PHSTK Men's 1st team retains Premier League eligibility</p> <p>Attain promotion to Women's Premier League 2019</p>	
<p>Improve marketing and promotion of the sport of Hockey at Power House & St Kilda Club to government, corporate entities, and the Port Phillip community</p> <p>Incrementally</p>	<ul style="list-style-type: none"> • Use signage for 'what we do' advertising at APK ground • Place weekly articles in 'Leader' local newspaper • Place promotional booklets at local businesses 	<p>President</p> <p>Communications officer</p> <p>Leader Rep</p>	<p>Annually</p> <p>Power Press</p> <p>Weekly news in Leader</p> <p>Men PL booklet released.</p>	<p>Added sponsorship secondary to higher community profile</p> <p>Two MAJOR SPONSORS GAINED</p>	

Strategies	Actions	Responsibility	Time Lines	Performance Outcomes	Future Tasks
increase sponsorship & fundraising over course of 5 year plan	<ul style="list-style-type: none"> Enlist a further 2-3 major sponsors (\$5000) with offers of large advertising signage at APK ground and online advertising during live streaming of Men's Premier League games 	President Treasurer Committee member for Sponsors	1 or 2 by 2015-01-04 3 or more by 2016	Major sponsors obtained within timeline 2018 Just Hockey Minuteman MJEngineering Renault	
	Each team to attempt to fundraise \$1000 each season	Vice Presidents Team Captains	By end of each season	Sustainable total of \$10,000 to \$15,000 raised annually 2015-\$ \$13,080 (8%) 2016-	Engender a competitive spirit amongst teams to motivate fundraising

Strategies	Actions	Responsibility	Time Lines	Performance Outcomes	Future Tasks
<p>Further strengthen Club 's notable commitment to equity and access offered to all who seek to join</p>	<p>Maintain/upgrade wheelchair disability access at ground & facilities</p> <p>Continue club's support for sexual and gender diversity in sport</p> <p>Promote 'fair go ' & 'womens' /mens healthrounds</p>	<p>Whole club</p> <p>Men's, women's & master's Vice Presidents</p>	<p>Continuous & ongoing</p>	<p>Absence of discriminatory events/complaints over % years of plan on an individual & collective basis</p> <p>Inclusion of individuals who cannot play as members of wider team e.g. statisticians, assistant coaches, managers</p>	

Objective 2– Our Participants

We will attract and retain increasing numbers of players (of all abilities) and their supporters to the Powerhouse & St Kilda Hockey Club.

Strategies	Actions	Responsibility	Time Lines	Performance Outcomes	Future Tasks
<p>Meet HV's Premier League Ready Criteria by 2019 to be eligible to stay in the HV Premier League competition (men and /or women)</p>	<p>Appoint/train</p> <ul style="list-style-type: none"> • 2 x Level 2 Accredited Coach (HA accreditation) • 2X tech officials 	<p>President Committee</p>	<p>Preseason 2015</p>	<p>Appointments in place Level 2- Mal Kemp Dale Wells Ben Seccull Zoe Parliamentas Adam Seccull Brett Dempster ROB PAYNE</p> <p>Level1 -Cerche Hurley Vill</p>	<p>Retention and/or replacement of appointees</p>

Strategies	Actions	Responsibility	Time Lines	Performance Outcomes	Future Tasks
	<ul style="list-style-type: none"> 1 x Level 2 Accredited Umpire TECH officers 	President Committee	By end season 2017 but preferably much sooner	Appointments in place Peter Brukner Dale Bill Brukner Hockey Academy- Kate Farragher and Max Fielding Level 2 Alex Bruce Dale Wells Mark Peterson Level 1 -Jeni Beattie Craig Seccull and Ben Seccull Michael Defina also Ian Faragher in progress Train ons -Mark Cerche	Retention and/or replacement of appointees
Increase recruitment of Junior members to a level that satisfies HV's Premier League ready criteria	Active pre season drives in district's existing & planned Primary schools aimed at U10s (75 needed)	Junior President Committee	Minimum of 210 registered Junior members in season 2017	Desired numbers achieved 2018/9- need 100 U10	Maintain/expand Junior member numbers
Develop program to foster & encourage the long term participation of youth in club hockey	<ul style="list-style-type: none"> Write a continuous, structured, goal oriented development program 	Eric Keser Committee	Prior endorsement of program by committee	<ul style="list-style-type: none"> Significant increase in Junior player numbers by start winter season 2016 Increase in 	<ul style="list-style-type: none"> Review participant and program plan at end winter season 2015 Address & fine

Strategies	Actions	Responsibility	Time Lines	Performance Outcomes	Future Tasks
	<ul style="list-style-type: none"> Introduce continuous, structured, goal oriented development program as a continuum through Juniors to Elite senior teams 	Eric Keser Committee	Commencement winter season 2015	number of Junior teams entered in 2016 winter competition <ul style="list-style-type: none"> Decreasing attrition retention rates of Juniors over life of 5 year plan 2017 and 2018 - U18 team retained Under 16 depleted so no district team 	tune programme faults by start of winter 2016 season <ul style="list-style-type: none"> Track year by year attrition/retention rates of Juniors NEED To INCREASE teams in Juniors to attain LEC criteria figures
Develop a stream of Girls teams in parallel with development of mixed junior teams	Use opportunity presented by introduction of HV's intraclub junior competition	Juniors President Juniors Committee	<input type="checkbox"/> Form junior girls team as soon as sufficient numbers of new girls at most junior level are recruited	<input type="checkbox"/> Junior girls teams present in all age groups of intraclub competition <input type="checkbox"/> Girls teams entered in U12 & U14 zonal competition by 2020 2018-UNDER 12	<input type="checkbox"/> continue development of girls teams at U16 level giving a recruiting pool for talented players to support elite female teams NO girls teams in 2017 but one U12 in 2018

Objective 3– Our Organisation

We will optimise the governance and strategic and financial management of the Powerhouse & St Kilda Hockey Club

Strategies	Actions	Responsibility	Time Lines	Performance Outcomes	Future Tasks
Put in place effective governance and management practices throughout the organisation	<ul style="list-style-type: none"> • Committee to meet minimum of 6 times a year • Meeting dates to be set in January of each year • Added meetings for focus groups (ad hoc subcommittees) 	Secretary President	<input type="checkbox"/> January of each year 2016 LEC governance requirements met 2017 LEC requiremnts met 2018 -LEC met 2019-LEC Met?	<ul style="list-style-type: none"> • Stronger and more diverse administrative base is evolved • Growth in volunteer assistance with focus tasks 	
Develop longevity and a succession plan for the committee	Early identification and induction of successors	President Vice Presidents	Ongoing	<ul style="list-style-type: none"> • Successful and orderly Transition of roles • No roles left vacant 	
Meet HV's Premier League Ready Criteria by 2018 to be eligible to stay in the HV Premier League competition(men and /or women)	Identify, train & appoint qualified Member Protection Officer .	President Committee	By 1/1/17 Note check list to be attached	Position filled	

Strategies	Actions	Responsibility	Time Lines	Performance Outcomes	Future Tasks
	Maintain gender minimum implemented of 2 on the club committee	Committee	By 1/1/17 DONE	Gender balance on committee maintained	
Achieve a balanced budget that is cost neutral or showing small surplus	Set fees to cover budgeted costs	Treasurer Committee	DONE	<input type="checkbox"/> New fees are collected in 2015	Annual incremental rises in fees as appropriate
Eliminate/minimise bad debts	Institute choice of payment methods including direct debit	President Treasurer Committee	DONE	Bad debts not generated at levels well below 2014 level	Annual review of level of success of bad debt reduction strategy
	Offer discount benefit for on time payments	President Treasurer Committee	DONE	>90% uptake of on time payment options	Annual review of level of success of bad debt reduction strategy
	Monitor aged debtors & implement agreed debt recovery process at 30, 60 & 90 days	President Treasurer Committee	DONE	No aged debtor >90 days playing hockey for PHSTK	Annual review of level of success of bad debt reduction strategy

Objective 4– Our Facilities

We will pursue the development of playing and club facilities to an appropriate standard befitting the Power House & St Kilda Hockey Club

Strategies	Actions	Responsibility	Time Lines	Performance Outcomes	Future Tasks
Gain unrestricted access to pitch all year	<ul style="list-style-type: none"> Negotiate lease renewal to PHSTK Negotiate management transfer to PHSTK 	President Committee	Completed by January 2017 Agreement with Wesley expires August 2018 TO HAVE A USER AGREEMENT	Preseason training 2018 on pitch pitch used as summer hockey venue 2018	Acquire second co-located pitch
Upgrade pitch to a hybrid surface which meets HV's PL ready criteria	<ul style="list-style-type: none"> Seek specific grant for this purpose Open purpose specific account to save PHSTK's co-contribution Seek authority to proceed from State Government (PV), Local Government (PPC) and consortium co-manager (Wesley College) 	President Committee	To be completed by commencement of PL season 2018 DONE	PHSTK retained as PL venue by HV	Maintain ongoing HV Premier League ready status of pitch

Strategies	Actions	Responsibility	Time Lines	Performance Outcomes	Future Tasks
Renew or radically refurbish club facilities (Clubrooms, change rooms, toilets Bar areas and spectator viewing areas)	Commence a building fund after acquisition of new hybrid playing surface	President Committee	Commence fund on 1/1/18 Renewal/refurbishment fully completed by 1/1/20 Port Phillip to apply for State Govt Grant	Member and visitor satisfaction with change room & toileting facilities	APPLY FOR BETTER CLUBROOM and CHANGEROOM FACILITIES
Gain unrestricted access to pitch all year	Negotiate lease renewal to PHSTK	President Committee	Completed by January 2019	Preseason training 2018 on pitch	Acquire second co-located pitch
	Negotiate management transfer to PHSTK	President Committee	Completed by January 2017- Completed by PHSTK	pitch used as summer hockey venue 2018	Acquire second co-located pitch

Review of Strategic Development and Business Plan

Review Dates

In keeping with the intention that this plan is a working document with a clear purpose of initiating focused action and generating clear and measurable results, intermittent review will be necessary to ensure focus on goals is maintained

The progress of actions and adherence to the plan, at its half way mark, will be reviewed at the final committee of management meeting of 2017

This review will take the form of a written report to the committee on the key focus areas of the plan by the club development officer

A final review and assessment of the outcomes of the plan will take place prior to and as a lead into the generation of the 2020 – 2025 strategic development and business plan of the PH&SK Club

Supporting documentation

Attached is the supporting documentation in relation to this strategic development and business plan.

The attached documents include:

- Accounts
- Senior
 - Financial Year ending June 2011
 - Financial Year ending June 2012
 - Financial Year ending June 2013
 - Financial Year ending June 2014
 - Financial year ending 2015
 - Financial year ending 2016
 - Financial year ending 2017
- Junior
- [5 Year Forward Budget Estimate]
- Master Plan Albert Park
- Hockey Victoria Memorandum – Premier League Entry Criteria
- **NEW LEASINING /MANAGEMENT OF GROUNDS –TBA Wesley/Port Phillip**