

Strategic Plan

2020 – 2024

To build a successful club that is a positive, healthy, inclusive & well managed meeting place for the Avoca community.

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1. Background Information

1.1 The Club

The Avoca Football Netball Club has a long and proud history, having serviced the Avoca and district community for over 137 years. The Club has had periods of success since it formed in 1873, winning its first premiership flag in 1909. Reserve and under 16 junior football competitions were introduced in the Lexton Football League in the early 1960's along with a netball competition. The AFNC has played in several Leagues over the years, and today is part of the Maryborough Castlemaine Football Netball League and boasts a team in every grade of football and netball.

With over 350 playing and non-playing members, the Club is committed to providing a safe and inclusive place for people of all ages to participate in sport. Our Club operates from the Avoca Public Park, which is one of the best facilities in the region with a new complex completed in 2013. The oval and netball courts have also been recently upgraded and are some of the best MCDFNL. The Club also has access to a 12-seat minibus that was funded by the Victorian Government in 2019.

1.2 Club Structure

Executive

The Club Executive is empowered to deal with urgent business and any matter requiring consideration or decision between scheduled meetings of the committee. The Executive via the club Secretary, has primary responsibility for committee business and planning, policy development and communication.

Structure

The club committee oversees all club operations and the organisational charts illustrate the club governance structure and relationship between club subcommittees and key roles (see next page).

Review of the 2013-18

The first strategic plan developed by the AFNC in 2013, was the catalyst for significant change within the Club. The Plan highlighted many areas for improvement, including significant governance changes, defined club structure and financial management controls designed to get the club back on track.

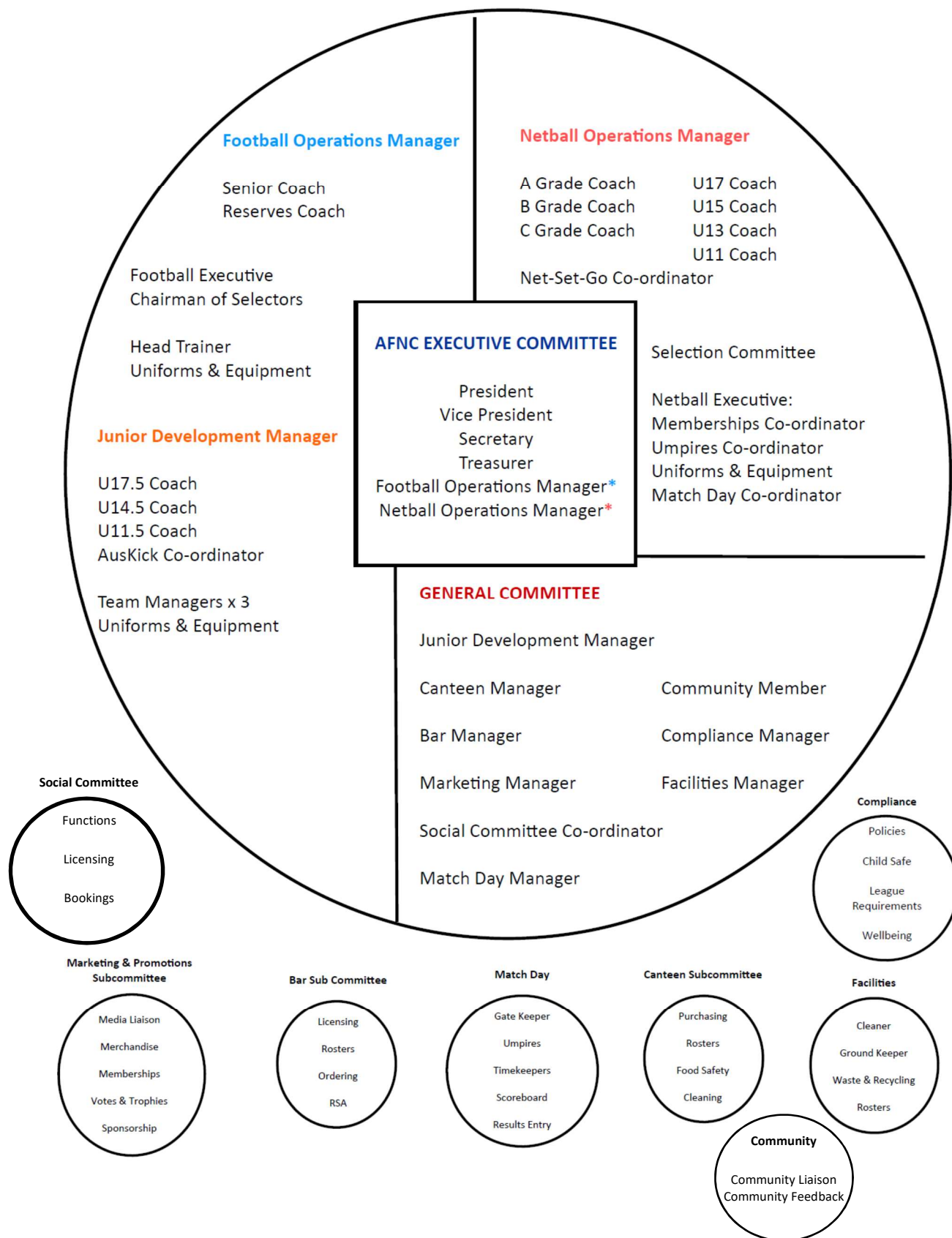
Achievements included:

- New Club Constitution
- New Club Structure, define Committee roles and effective committee operation
- Online Club Membership www.revolutionisesport.com.au/afnc
- Online Club Merchandise www.s-trend.com.au/afnc
- Improved Communication – TeamApp, website, social media
- Policies & Procedures Manual
- Safe Transport – Courtesy Bus
- Financial management systems improved & \$100K funds under management
- Premierships – 2019 A & B Grade Netball and U14.5 Football



Football Netball Club

Avoca Football Netball Club Organisational Structure



2. Introduction to Strategic Plan

The purpose of this strategic plan is to provide the Avoca Football Netball Club with a clear direction into the future.

The plan was developed using the ideas and issues raised by members. By establishing shared values and vision, the effort put in by volunteers will be directed in the right direction, creating more positive outcomes for the club.

By regularly using the action plans at committee meetings, the club will ensure that effort is made to work on each of the key operational areas, ensuring a thriving club into the future.

3. Mission statement

Why the club exists:

The Avoca Football and Netball Club is a football and netball club that provides junior and senior teams competing in the Maryborough Castlemaine District Football & Netball League in order to achieve social, financial and on-field success.

4. Vision statement

Where the club wants to be in the future:

To be a successful club that is a positive, healthy, inclusive and well managed meeting place for the Avoca community.

5. Values

The qualities considered most important for the club are:

6. Guiding Principles

1. The name of the Club is the Avoca Football Netball Club Incorporated.
2. The purposes for which the incorporated Club is established are:
 - a) To establish, promote, encourage and regulate football and netball in the Avoca district.
 - b) To promote, encourage and provide facilities for the education, practice and play of the sport of football and netball, and to raise levels and standards of play in football and netball in the Avoca district.
 - c) To promote and encourage the patronage of football and netball through the establishment of high standards of administration, facilities and supervision.
 - d) To co-operate with and assist any organisation having objectives and purposes similar to those of the Club in any manner which may further the interest of football, netball or the Club generally and without limiting the generality of the foregoing to subscribe to, maintain membership of and co-operate with AFL Victoria, the Australian Football League, Netball Victoria, Netball Australia.
 - e) To promote a greater community awareness of football and netball, and their contribution to sports generally.
 - f) To uphold, regulate and enforce the rules of football and netball.
 - g) To protect the interest of the members of the Club in all matters whatsoever that relate directly or indirectly to football, netball or to sport generally and to represent and promote the interest of the players in relation to any other represented studies, clubs, associations, Clubs or persons whatsoever.
 - h) To select and appoint football and netball representatives and delegates in local and interleague competition or for any other purpose.
 - i) To collect and apply the funds of the Club in such manner that the Club or its executive committee believe to be in the best interest of football, netball, and/or its members.

7. SWOT Analysis

Strengths: Characteristics of club that give it an advantage.

Weaknesses: Characteristics that place the club at a disadvantage.

Opportunities: Elements that the club could exploit to its advantage.

Threats: Elements in the environment that could cause trouble for the club in the future.

Club Strengths	Club Weaknesses
<ul style="list-style-type: none"> ➤ History ➤ Youth / Strong Numbers ➤ Facilities / Oval Watering System ➤ Committee ➤ Sponsorship ➤ Community relationships ➤ Finances ➤ Perception & professionalism ➤ Policies & procedures ➤ Community & Culture ➤ Safety & Transport ➤ Senior Netball Performance & Culture ➤ Good Sports ➤ Family Involvement ➤ Communication - Team App / Website / Social Media ➤ Volunteers ➤ Social Environment 	<ul style="list-style-type: none"> ➤ Lack of numbers – U17.5 Football (improving) ➤ Players / Youth leaving ➤ Senior Football Culture ➤ Past players – where are they? ➤ Recruiting – travel
Club Opportunities	Club Threats
<ul style="list-style-type: none"> ➤ Community ties ➤ Improve on weaknesses ➤ Culture Change ➤ Positive ➤ Tourists ➤ Sponsors ➤ Website ➤ Upgrade financial management systems ➤ Business Plan ➤ Succession Planning ➤ Direction ➤ Automation of systems – online registration/merchandise ➤ Self-promotion ➤ Committee member promotion ➤ Past Player Engagement 	<ul style="list-style-type: none"> ➤ Lack of recent success (senior football) ➤ Youth leaving – work/uni etc. ➤ Community drug & alcohol issues ➤ Melbourne reliance on football players ➤ Travel for recruits ➤ Financial costs to families ➤ Floods ➤ Asset maintenance costs ➤ Player retention ➤ Social media ➤ Succession planning / committee recruitment

8. Key Operational Areas – Area, Goals & Objectives Summary

Area	Club Goal	Club Objective
a) Administration & Finance	To implement an effective administration and communication system to ensure effective management of resources and finances for current and future needs.	Net profit target 5% increase per annum from the previous year. Automate financial management systems (Xero Software)
b) Football & Netball Operations	To establish football and netball departments to set up and manage – <ul style="list-style-type: none"> ➤ Coach selection ➤ Recruitment ➤ Player payments ➤ Coach development and formalised relationship (via monthly meeting) ➤ Adhere to AFL Goldfields / MCDFL requirements 	Monthly Report from Senior Football Coach Performance KPI's managed
c) Facilities	To continue to improve and maintain facilities and equipment available to all users of the park and facilities.	Investigate options for improvements Electronic Scoreboard Upstairs viewing area
d) Junior Development	To continue to develop and implement junior development in both football and netball encouraging parental involvement providing access to expertise in the development of sporting skills, enjoyment and participation.	Adequate numbers to fill all teams (minimum 18 per side for football, 7 per side for netball) Continued development leading to success
e) Medical Support	To provide players with a more extensive medical and rehabilitation support system.	3 x qualified trainers
f) Sponsorship	To appoint a sponsorship subcommittee and a sponsorship plan keeping current sponsors and attracting new sponsors.	A 5-10% increase in sponsorship dollars each year
g) Marketing	To market and promote the club to attract new members, volunteers, and sponsors and to build the club's public image.	To increase membership sales by 10% each year. Review \$ & % against annual P&L
h) Social	Appoint an active social / fundraising committee that identifies a range of social events and fundraising activities to value add to the club culture.	2 major function per year 2 family-friendly functions per year No back-to-back functions
i) Compliance	Manage the club's compliance and regulatory obligations including: Child Safety Social Media Salary Cap & Points systems	Appoint an appropriate person to manage this.

9. Individual Key Operational Areas – Action Plans

A) Administration & Finance

Goal:

To implement an effective administration and communication system to ensure effective management of resources and finances for current and future needs.

Objective: To achieve net profit 5% growth per annum

Strategies:

Strategy	Action
Operational	<ul style="list-style-type: none"> • Develop an annual budget in-line with previous years budget Vs actual. • Identify committee members responsible for participation as League Delegates and members of the Sporting & Recreation Committee of Management (for both football and netball) and ensure attendance at meetings is adhered to. • Promote Committee to all members (e.g. Board in the Social Room with “Who’s Who around the Club”, on social media and at the first function for the year). • Use Club Communication tools – Team App, email, website and social media to effectively distribute all club information. • Review and add to the Policies and Procedures Manual as required. • Monitor role statements & job descriptions for all committee positions. • Develop a succession plan for recruiting new members onto the committee. • Participate in the Healthy Sporting Environment Program. • Ensure Constitution is reviewed and all activities are undertaken in accordance with the rules of the Club.
Match Day	<ul style="list-style-type: none"> • Ensure match day tasks are effectively managed. • Develop and clarify role statements for all game day duties.
Player Registrations	<ul style="list-style-type: none"> • Ensure player memberships are paid up – appoint a Membership Officer. • Continue to use and PROMOTE club online registration system – www.revolutionisesport.com.au/afnc • Organise player registration night/day prior to the start of each season (compulsory for all grades of football/netball).
Financial	<ul style="list-style-type: none"> • Set an annual budget (December annually). • Implement financial reporting with set yearly targets – annual profit minimum \$5,000 annually. • Develop a plan for funds held in term deposits. • Continue to manage financial control systems e.g. counting money etc. • Grants for improved technology. • Annual Report – track and report on targets set in the Annual Report. • Monitor AFL changes to registration fees.
Personal Development	<ul style="list-style-type: none"> • Encourage participation in club administration courses. • Identify suitable courses run in the region and arrange participation of members.

B) Football & Netball Operations

A strong focus of the clubs development and performance into the future is important to be through the resourcing and support of the juniors.

Goal:

To establish football and netball departments to set up and manage –

- Coach selection
- Recruitment
- Player payments
- Coach development and formalised relationship (via monthly meeting)

Strategies:

Strategy	Action
General Operations	<ul style="list-style-type: none"> • Ensure Football / Netball Managers and coaches are aware of policies & procedures, child safe standards etc.
Coaching Selection	<ul style="list-style-type: none"> • Appoint a coaching selection panel • Compile a booklet to assist the selection panel including effective interview techniques, suitable questions etc. • Develop Position Descriptions for coaching staff prior to advertising for coaches each year.
Position Descriptions	<ul style="list-style-type: none"> • Review and improve role statements for all coaches.
Player Recruitment	<ul style="list-style-type: none"> • Develop a player policy (which includes expectations of paid and non-paid players, player contracts and payment scales). • Target the type and specialist players the club requires to improve performance (coach/recruitment). • Implement new model & guidelines for 2020 coaching staff.
Structure	<ul style="list-style-type: none"> • Continue to use and promote TEAM APP as the preferred way for coach/player/parent communication. Facebook groups MUST be monitored by Football/Netball Executive • Continue to deliver annual Football / Netball Handbooks including feedback & grievance • Senior Football Coach to provide a monthly report to Committee • PDP program provided to senior football coaches • Monthly review process with senior football executive
Resources	<ul style="list-style-type: none"> • Develop a coaching library of resources. • Review resources and develop list of further needs. • Continue to develop gymnasium.
Personal Development	<ul style="list-style-type: none"> • Club to set a policy regarding Coach / Umpire skills requirements and review policy accordingly.
Past Players	<ul style="list-style-type: none"> • Form a past players Association encouraging them to support the club and take a role in Football Operations.

C) Facilities

Goal:

To continue to improve and maintain facilities and equipment available to all users of the park and facilities.

Strategies:

Strategy	Action
Membership to Avoca Sporting & Recreation Committee of Management	<ul style="list-style-type: none"> • Identify two members from the AFNC annually to participate in the Sporting & Recreation Committee of Management which ensures appropriate feedback links to facilities and park management. • To promote improvements to the facilities • Report/liaise between the AFNC and AS&RCOM any issues.
Ground Management	<ul style="list-style-type: none"> • Appoint a Ground manager. • Devise a ground maintenance plan in consultation with Sport & Rec Committee including – watering schedule, line marking, general maintenance and working bees
Complex & Oval	<ul style="list-style-type: none"> • Continue to provide input into the Avoca Sporting & Recreation Committee of Management Strategic Plan annually to ensure issues are addressed and funding opportunities are explored. <ul style="list-style-type: none"> - New electronic scoreboard & upstairs viewing platform
Cleaning of Complex & Exterior of Facilities, Oval, Netball Court etc.	<ul style="list-style-type: none"> • Ensure Club follows directive from Sport and Recreation Committee for cleaning requirements: kitchen/toilets/change rooms/social rooms etc. • Pay cleaners throughout the home & away season to clean
Finance	<ul style="list-style-type: none"> • Subcommittee to identify targets and raise funds. • In conjunction with VCFL, VicHealth, Sport & Rec and Pyrenees Shire, identify sources of grants/funding for development.
Equipment	<ul style="list-style-type: none"> • Continue to maintain and improve equipment available for best possible training and social facilities.

D) Junior Development

Goal:

To continue to develop and implement junior development in both football and netball encouraging parental involvement providing access to expertise in the development of sporting skills, enjoyment and participation.

Strategies:

Strategy	Action
Junior Development Program	<ul style="list-style-type: none"> • Ensure Junior Development Manager participates effectively on the General Committee • Review Junior Development Policy
Junior Programs	<ul style="list-style-type: none"> • Continue to support Auskick and Net-Set-Go programs. • Provide appropriate financial assistance to encourage enjoyment and participation in football and netball at Avoca.
Involvement	<ul style="list-style-type: none"> • Senior Football & Netball Coaches to act as mentors for junior players/teams – deliver training sessions / assist coaches during finals etc. • Encourage senior players to assist with junior training and roster players to attend junior training and on game day. • Encourage parental involvement and support including developing a list of Game Day tasks that parents can get involved in • Identify reasons that may cause ANFC to lose players and put in place strategies to address this.
Culture	<ul style="list-style-type: none"> • Ensure at least 2 “Family Friendly” events are run as part of the Social Calendar each year (e.g. annual Father/Son Football and Mother/Daughter Netball matches) • Provide subsidised social activities to encourage camaraderie with junior players. • Roster junior players for duties on game day. • Foster an environment of encouragement, do your best and support amongst players. • Ensure Club Newsletter & Facebook page contains information relevant and appropriate for junior members and parents.

E) Medical Support

Goal:

To provide players with a more extensive medical and rehabilitation support system.

Strategies

Strategy	Action
Appointment	<ul style="list-style-type: none"> • Appoint a suitably qualified Head trainer with at least two qualified support trainers.
Personal Development	<ul style="list-style-type: none"> • Encourage trainers and players to attend courses to upgrade skills (as part of Skills Development Policy).
Rehabilitation	<ul style="list-style-type: none"> • Introduce Tuesday nights as treatment/therapy/rehabilitation night. • Promote correct use of ice baths.
Procedures	<ul style="list-style-type: none"> • Develop and implement an Accident & Injury Policy • Define the Scope of the Trainers Role • Clearly outline AFNC injury & rehab procedure • Provide support to Club medical staff • Investigate opportunities for automation of medical records – e.g. App or Website registrations.
Resources	<ul style="list-style-type: none"> • Ensure necessary resources and facilities are in place (utilise Healthy Sporting Environments Program to identify areas for improvement and seek appropriate funding to address issues)

F) Sponsorship/Fundraising

Goal:

Appoint a sponsorship subcommittee and a sponsorship plan keeping current sponsors and attracting new sponsors.

Objective:

5-10% increase in sponsorship dollars each year

Strategies:

Strategy	Action
Brand Identity	<ul style="list-style-type: none"> • Implement annual brand strategy for the Club and ensure that all marketing and promotional collateral is in-line with this identity.
Committee	<ul style="list-style-type: none"> • Appoint a Marketing Manager annually.
Increase Sponsorship	<ul style="list-style-type: none"> • Develop a sponsorship/fundraising plan (includes activities that the club will and won't support) and a budget to support activities. • Continue to implement annual sponsorship program.
Relationship with sponsors	<ul style="list-style-type: none"> • Identify direct and indirect spending with sponsors. • Discounts to members as an incentive. Eg. Bar prices/Member draw • Invite sponsors to luncheons & functions. • Review the value of sponsorships every 2 years

G) Marketing

Goal:

To market and promote the club to attract new members, volunteers, and sponsors and to build the club's public image.

Objective:

To increase membership sales by 10% each year.

Strategies

Strategy	Action
Brand Identity	<ul style="list-style-type: none"> Develop a Brand Identity for the Club and ensure that all marketing and promotional collateral is in-line with this identity.
Staff	<ul style="list-style-type: none"> Develop a position description for the Marketing Manager and appoint.
Print Advertising	<ul style="list-style-type: none"> Promote membership options and distribute to past members, business owners, players, trainers, locals etc.
Update membership list	<ul style="list-style-type: none"> Update and maintain a database of current members annually. Contact members who have not rejoined. Send a newsletter to all members.
Membership Incentives	<ul style="list-style-type: none"> Develop program targeting existing members to 'sign up a friend.' E.g. Membership Drive "How Big is your Bark?" to drive increased membership to the club. Continue to deliver membership options – Parents Pass / Old Dogs Club etc. Discounts for members at various sponsors.
Club promotion	<ul style="list-style-type: none"> Develop and distribute Club Newsletter "Bulldog Bark" 3 or 4 times per season – Pre-Season and Post Season newsletter required Flyers and brochures with Footy record at home games and around the town. Utilise the local press, our website and Facebook page to promote activities and events around the club. Develop a club media and social media policy (review annually). Continue to sponsor Avoca Primary School scholarship x 2. Annual Members Handbook production.
Merchandise	<ul style="list-style-type: none"> Develop a merchandise policy and review every 3 years. Continue to promote online shop www.s-trend.com.au/afnc
Past Players Club	<ul style="list-style-type: none"> Old Dogs Club – annual promotion of \$40 membership Sponsors Luncheon

H) Social

Goal:

Appoint an active social / fundraising committee that identifies a range of social events and fundraising activities to value add to the club culture.

Objective:

To have a vibrant social calendar for the enjoyment of all members with 2 major social functions for the year and 2 family friendly functions each season.

Strategies:

Structure	<ul style="list-style-type: none"> Establish a social committee (at least 3 footballers, 3 netballers and 2 general members). Social committee to have a rep on committee and report to General Committee monthly. All social events and activities are to be approved by the Executive (football trip and netball trip fundraising activities MUST be approved by the Executive)
Social Calendar	<ul style="list-style-type: none"> Develop a social calendar which shows the scheduling of social events for the forthcoming season. Develop a Budget and revenue targets for major events. Social events must be run in-line with policies (e.g. Alcohol Management Policy) Publicise the functions.
Culture	<ul style="list-style-type: none"> Ensure at least 2 events each year are 'family friendly' and encourage family participation. Promote a social culture amongst the club which enhances camaraderie and is appealing to the community. Promote the use of the Courtesy Bus for safe transport option home from functions etc.
Club Sponsors	<ul style="list-style-type: none"> Recognise the generosity of sponsors and Coterie Club members through invitations to special luncheons etc. Look for opportunities to partner with or leverage off other existing events occurring around the town.

Keep in mind events running on days when large crowds can be expected Eg. Carisbrook., Natte Etc.

H) Compliance

Goal:

To ensure that the AFNC adheres to all compliance requirements from AFL Goldfields, Netball Victoria and any government standards and policies.

Objective:

Ensure all compliance activities are completed annually and be a leader in this area.

Strategies:

Structure	<ul style="list-style-type: none"> • Develop a position description for Compliance Manager. • Appoint (investigate potential for a paid position) suitable person into the role.
Operational	<ul style="list-style-type: none"> • Identify areas that need to be complied with: <ul style="list-style-type: none"> - Child Safe Standards - Salary Cap & Points System - Social Media - Smoke-Free Zones - Liquor Licensing • Ensure a feedback mechanism is in place via the Committee to ensure that all compliance tasks are completed.
Policies & Procedures	<ul style="list-style-type: none"> • Ensure Club Policies and Procedures Manual is relevant, up-to-date and audits are undertaken to determine areas for improvement.
Health & Wellbeing	<ul style="list-style-type: none"> • Suitably trained practitioners available to refer players / members too. • Promote health & wellbeing i.e. mental health, drugs, alcohol, behaviour management.