



BRUNSWICK Junior Football Club

*Strategic Plan
2018 - 2021
draft for comment*



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1. Executive Summary

The Brunswick Junior Football Club (“BJFC”) commenced in 2010, fielding an under 10 team in the Yarra Junior Football League (“YJFL”). The continued growth of the club in 2011 and 2012 together with the limited and aged facilities of Gillon Oval led to the development of a Strategic Plan in 2012 to ensure the BJFC Committee managed the growth of the club in keeping with stated core principles of the BJFC.

The 2012 BJFC Strategic plan was to add one new team every year, so that by 2016 the Club would have a full range of teams with each age group represented from U8 to Colts. This would create the pathway for players to graduate into the Senior teams. This was achieved in 2018, with the first Colts players graduating and playing U19’s.

The significant interest in girls and women’s football (2013/14) also resulted in the clubs first all-girls team being established in 2015 at the U15 level. This continued in 2016 until additional players enabled two teams to be fielded in 2017 and 2018 (U14 & U16 in 2017 and U12 and U15 in 2018). For 2019 this growth is expected to continue with teams in the U12, U14 and U16 age groups, followed by youth girls (U18) in 2020. This would then formalize the pathway for players to enter into senior women’s football with the Brunswick Renegades in 2021.

The growth of the club has been significant given the population growth of the Brunswick area over the past twenty years, the prevalence of other junior football clubs within a 5km radius of the BJFC and the popularity of other sports for children such as soccer and basketball. The population growth is projected to continue and projections reveal an increase in population from 61,509 to 79,523 for Brunswick alone (2036). The projected increase in the younger age groups (5 to 19) would be 5457 to 8192 or 66% by 2026.

The Club over the past nine (9) years has accommodated this growth from a single team of 22 players in 2010 to 333 players and 15 teams by 2018. The projected growth however will not be without challenges as Brunswick only has three football ovals and the provision of grounds is well below accepted standards.

HOW HAS THE CLUB MANAGED THIS GROWTH?

The Club has responded to the challenge of ageing and limited facilities by:

- obtaining access to Clifton and Fleming Park in addition to Ransford Oval in Royal Park;
- purchase of additional infrastructure to make the Social room kitchen and storeroom functional for match day catering;
- securing \$200,000 funding from the State Government and Moreland Council for the upgrade of the bathrooms and refurbishment of changerooms in the AR Glenn grandstand;
- Providing basic facilities of behind goal net, storage box and pole storage facilities to provide basic functionality to Clifton Park (BJFC cost of approx. \$12,000)
- successfully secured funding and support from the State Government, the AFL and Moreland Council for the installation of energy efficient LED

lighting at Clifton Oval with this major project (\$300,000+) being commenced at the end of 2018.

Sporting Clubs require volunteers to successfully manage both on and off field activities. As the club has grown the Committees involved in the operation of the Club have taken a pragmatic approach by assisting in the support to volunteers and teams by employing people to perform specific roles. These roles include:

- Team Manager Co-ordinator;
- Umpire Co-ordinator;
- Director of Coaching;
- Communications;
- Auskick Female Coach;
- Registrations officer;
- Canteen Manager.

The size of the Club and the positions supported however require appropriate governance and the Club has followed the AFL lead by obtaining accreditation in the Quality Club program. The AFL Community Club program has been specifically designed to assist clubs to examine their current operations and identify areas for improvement. The Club achieved accreditation in 2013 and again in 2016.

The accreditation also identifies an action plan for Club to implement to facilitate further improvement refinement of the Clubs operation.

Values and culture play an important part in any sporting organization. A positive environment both on and off the field is required to attract families and players to the Club. It requires the development of appropriate behaviors, respect and enforcing these standards throughout the Club. Both Junior and Senior Clubs engaged a facilitator to develop these values throughout 2014/15 and it was through this process that an agreed set of values and shared vision was developed. These values now form the strategic pillars of the both Brunswick Clubs acknowledged as “One Club” culture.

THE STRATEGY 2019-2021

The continuing growth of Brunswick and the surrounding suburbs will have consequential impacts on the further growth of the Club. The expectation would be that the number of teams will gradually increase to 20-25 teams, with a view to 500-600 players. The Club will seek to provide multiple teams in each age group from with U13 onwards (2019), which will assist in the development of players.

This will require the Executive to be forward thinking in their approach to the security and provision of grounds and to hold onto these facilities. Fleming Oval is vitally important, given that Ransford Oval is within the City of Melbourne and may not be available in the future. Further, the competition of other sports for these grounds will be significant. The Executive needs to be proactive in developing relationships with both local and state government of the issues surrounding growth and ensuring facilities are provided.

Volunteer support is vital to any sporting club and as the Club grows additional part- & full-time positions will be required. Larger teams in the YJFL has Part time managers that have a continuing day to day role throughout the year in providing support to

volunteers. The expectation being that more support will be required to assist volunteers, while specialist positions will also be required. For 2019 Child Safety officer (as required by the AFL) will be appointed and the Club also expects that a Welfare position will also be necessary. As the Club continues to grow more resources will be required to assist volunteers in the operation of the Club.

In terms of resources the financial management of the Club has adopted prudent standards, being implemented by qualified treasurers over the past nine (9) years. As the various AGM reports identified appropriate fee levels and budgets were always established, which placed the Club in a strong financial position. This has enabled the provision of funds to provide upgrades to be various facilities and, contribute to state and local government grants.

2. FOREWORD

The initial Brunswick Junior Football Club (BJFC) Strategic Plan was formulated in 2012 to cover the period 2013- 2017.

The purpose statement set out in the 2013-2017 Strategic Plan noted that the Club was commenced in 2010 by North Old Boys St. Patrick's College Football Club (NOBSPC), now Brunswick, to develop a pathway for juniors to progress into the Senior team playing at Gillon Oval.

The target included in the plan was to add one new team every year: by 2016, the Club aimed to have a full range of teams with each age group represented from 'Tackers' (U8 & U9), U10, U11, U12, U13, U14, U15 and Colts (15-17). This was achieved and in 2018 the first Colts team graduated into the Seniors (U19).

At the end of the 2017 season, the document was reviewed for achievements and outstanding goals. The process included three review workshops, involving newly appointed 2018 committee members.

This document updates and expands upon the previous plan taking account of the growth and emerging opportunities as well as the challenges facing the club in the coming years.

Broader involvement and consultation across the club is required to ensure that the objectives and strategies contained within the Plan are fully representative of the entire membership of the club.

3. WHY PLAN?¹

Clubs need to plan for their long-term viability in order to sustain what they already have or to grow. Planning helps to:

- Provide focus and direction for the Committee
- Look at where the club has come from, where it is now, where it wants to go and how it is going to get there
- Identify the club's main objectives
- Encourage members to get involved in club development
- Improve financial performance and use resources effectively
- Adjust to changes in the current environment that impact the club
- Ensure that resources (human, physical and financial) are used effectively
- Evaluate the club
- Bring order into the hectic business of running a football club

¹ AFL Club Planning – Community Portal

Without adequate planning, the committee frequently only deals with immediate problems and fails to consider future needs.

4. WHAT IS A CLUB PLAN?²

A club plan is a document that is designed to give the club direction in the short to medium term (2-4 years). It considers the internal strengths and weaknesses, the external opportunities and threats, and details strategies to address or build on these. In general, a club plan incorporates:

- Vision and/or mission statement
- Core business areas of the organization
- Goals/objectives related to these business areas for the period of the plan
- Strategies/tasks to be undertaken to achieve the goals/objectives
- Timelines for the completion of those strategies/tasks
- Resource implications, i.e. what will it cost in people and monetary terms?
- Performance indicators i.e. how will you know when the strategy/task is completed in line with expectations?
- Priorities for action i.e. what should be undertaken in year one, what in year two, what in year three, etc.?

All the tasks that need to be achieved within the following 12-month period can be separated out of the club plan and placed into a separate document called an operational plan, i.e. those priorities for action over the next 12 months.

5. SNAPSHOT OF THE CLUB – 2012-2017

4.1 Population & demographics

The club is located within the City of Moreland and the current population of the municipality is 185,561 and forecast to grow to 228,425 by 2036 or by 23.1%. In terms of how these growth rates will translate within suburban areas, the projections are:

- Brunswick: 27,926 to 37,494 (34%)
- East Brunswick: 16,477 to 22,478 (36%)
- West Brunswick: 17,106 to 19,560 (14.3%)

Adjoining suburbs of

- Pascoe Vale South: 11,322 to 12,571 (11%)
- Coburg: 28,952 to 37,407 (29%)

² IBID

4.2 Drivers of change

The 1980s and 1990s were a period of population loss in the City as a number of areas matured, with children leaving the family home, as well as comparatively little residential development to provide housing opportunities. During the 1990s and into the 2000s, new development opportunities were realized, with the conversion of industrial sites and surplus government, utility and school land to residential purposes.

This pattern is continuing today, as exemplified by the redevelopment of Pentridge Prison, the development of the greenfield site at Gowanbrae, as well as a number of former industrial sites scattered throughout the Brunswick region in particular.

There is significant pressure for residential expansion within the City of Moreland from both existing residents and from external migrants, most notably from overseas, as well as areas to the south (the Cities of Melbourne and Yarra).³

The growth of the Club from its inception in 2010 with 16 players to 2018 at 330 players is an example of how migration back into the inner city by young professionals led to the generation of families and demand for sporting activities in later years.

In terms of how does this relate to the younger generations that play sport over the next eight years to 2026? The projections by “junior” age groups for Brunswick (2016-2026) are:

Population Growth – age groups – 2016-2026			
Age Group	Brunswick	East Brunswick	West Brunswick
5 to 9	918 to 1319 (3.8%);	497 to 871 (4.3%)	676 to 838 (4.5%)
10-14	616 to 828 (2.4%);	410 to 597 (2.9%)	523 to 677 (3.6%)
15-19	817 to 1420 (4.1%)	435 to 804 (3.9)	565 to 838 (4.5%)
	2351 to 3567	1342 to 2272	1764 to 2353

Hence the total population increase from ages 5 to 19 would grow from 5457 to 8192 at 66% for an additional 2,735 children. How would this translate into players for BJFC?

- The participation rates for AFL football in 2012 for 5 to 14 years was 15.5%⁴.
- The application of this rate to the projected population increase of 2,735 (ages 5 to 19 players in 2026) would equate to a further 423 AFL players;
- The application of the actual BJFC participation rate of 333 players (2018) across to the broader Brunswick population of 5,457 (5 to 19 years in 2016) would equate to a participation rate of 6.1%.

³ City of Moreland Population forecast: <https://forecast.id.com.au/moreland/drivers-of-population-change>

⁴ City of Moreland Sport & Physical Activity Strategy 2014-2018, p22

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- This lower rate acknowledges that not all players come to Brunswick, given other junior Clubs in close proximity are North Brunswick (2 teams) and West Coburg (16 teams).
- Application of this lower rate of 6.1% to 5,457,3640 (2016) of 5-19 years would equate to a further 332 players.

This will have consequential flow on effects to the provision of sporting facilities throughout Brunswick and for all sporting Clubs in how to continue to accommodate this growth and competition for grounds.

This issue has been examined by the Moreland City Council “Physical Activity Strategy (2014).”

4.3 Local schools

The AFL has designated catchment primary schools for junior football clubs in North Western Melbourne. These are the schools in which the club is permitted to actively promote the game of AFL. For the BJFC, the designated schools are:

- Brunswick North Primary School;
- St Joseph’s Primary school; and
- Brunswick South West Primary School.

However, the Club attracts most players as a result of having reputation of being an inclusive and positive community club being promoted through friendship groups and word of mouth. Most players are drawn from across the Brunswick, Coburg, Northcote and Carlton areas with some players residing in more distant postcodes. The players mostly come from 15 primary and secondary schools from within these suburban areas. The population of the inner suburban areas is still increasing with local primary schools being over capacity with numerous classes for each year level.

AFL football continues to grow in popularity, particularly the development of pathways and programs to encourage and cater for girls taking up the game through school and Auskick. These trends indicate a continued growth trajectory for the club.

4.4.Membership profile 2018

The membership profile is diverse from a wide variety of backgrounds, reflective of inner suburban Melbourne. BJFC commenced in 2010 with one U10 side. In subsequent years the club has expanded and by 2018 the club fielded **15 teams** across all YJFL mixed/boys age groups from U8's to Colts (U16/17) including U12 and U15 Girls teams.

The club is bottom heavy as more players are migrating from Auskick earlier to play in U8s and U9s and progress through the age groups. Typically, children under the age of 12 tend to try a variety of sports before deciding to focus on their preferred sport when they reach high school.

In **2018**, the club has a membership of **333 players** including **52 girls, or 16% of all registered players**. With the initiation of the AFLW, participation by girls is expected to continue its rapid growth trajectory.

The mapping of the membership of the Club reveals that most players and families come from the Brunswick suburban areas. See Appendix 1.

In terms of player retention, the club has been successful in the attraction of players with only modest numbers of players electing to choose another sport or play at another club. The AGM report of 2016 identifies that 37 (14%) players did not return while 89 new players (34%) were registered, from a total of 260 players.

In 2017 players that did not return totaled to 64, with 7 players (over aged Colts) which progressed onto the senior Club. Of note is that of these 57 players only 11 were clearances out of the Club. In contrast 130 new players were attracted to the Club.

Part of the reason for players dropping off from ALL sport is due to participation rates in the middle to later teenage years declining, given other preferences such as part time jobs, while study and VCE is also a dominant factor. The drop off rate for all sports is 40%. This proves to be a challenge in the older age groups where only the minimum number of players (i.e. 22) progress each year. Hence recruitment in the later age groups (say U14) is vital to ensure player numbers.

The common approach in the larger Clubs is to have multiple teams in each age group, so that by the time they reach U15/Colts, two/three teams can be amalgamated into a single team. Other Clubs amalgamate their age groups with adjoining clubs to form a composite team.

Age	Male	Female
U08	16	1
U09	57	2
U10	41	1
U11	31	-
U12	43	23
U13	26	-
U14	21	-
U15	24	25
U16	-	-
U17	22	-
Total: 333	281	52

Therefore, strategies need to be adopted at the end of each year to ensure promotion and attraction of players, which is particularly important in BJFC case given single teams in each age division.

At the other end of the scale is the growth in numbers at the U8 and 9 levels. This is attributed to the introduction of the smaller ground/zoned game, introduced by the AFL/YJFL across Victoria in 2015. With 12 players in U8 and 15 players in U9 this allows more time and space for players to gain a possession, while colored wrist bands confine players to a zone. This prevents crowding and provides for a more open game for players to enjoy.

4.5 Financial profile

The 2017 AGM Treasurers report provides a complete overview of the financial situation of the Club as of October 2017. This report is contained in Appendix 2 of this document. This report identifies that player membership account for 55% of all income, with other revenue streams limited to canteen and sponsorship:

Income

- Player membership: \$87,622;
- Canteen: \$17,669;
- Sponsorship \$2,756;
- AFL Toyota Raffle: \$1,445;

Direct player costs

- YJFL league affiliation fees: \$15,197
- Utilities, rent & cleaning \$10,168
- Umpire Services: \$9,904
- Footballs: \$7,178
- Trophies, medal, photos \$6,411
- Game apparel & equipment \$4,585
- Player Coaches: \$4,375
- League training courses: \$3,205
- Sporting Pulse fees: \$3,437
- Player accident insurance \$2856

Total revenue for 2017 was \$158,834, up from 2016 at \$125,948. Cost of sales to the club was \$114,967 which was also an increase from \$83,571. The net surplus at the end of 2017 was \$14,772 which was an increase from 2016 at \$8464.

The financial profile of the Club is strong given the steady membership growth and prudent financial management which has adopted the following measures:

- This position has been occupied by a qualified person since the Clubs inception;
- The financial management was placed onto an accounting platform (MYOB) which enabled the production of monthly reports to the Committee on Profit and Loss, Creditors and Debtors, and reconciliation against the bank account.

- The use of cash was reduced with most transition taking place online or through EFTPOS.
- Purchases could only be approved by the Treasurer and contra payments/reimbursements were prevented.
- The financial documents are audited each year and their recommendations are contained within each AGM report.

As these figures demonstrate the finances of the Club are significant and require qualified and experienced person to manage. The time taken to manage this position is approximately 15 hours per week.

4.6 Governance – AFL Quality Club⁵

The Quality Club model has been with the AFL for over a decade and had various levels of accreditation from Bronze, Silver and Gold. The accreditation systems were refined in 2016 to simplify the accreditation process to “Quality Club” and “Gold” status. The AFL web site describes the system as follows:

The Australian Football League recognises that club volunteers and administrators make a significant contribution to Australian Football. We also recognise that the demands on club volunteers and administrators are increasing along with the need for clubs to operate in a professional manner. The AFL Community Club Improvement Program has been specifically developed to assist clubs to examine their current operations and identify areas for improvement.

Upon completion of the AFL Community Club Improvement Program you will be sent a detailed report that provides best practise information to help formulate action plans on improving your clubs’ operations and governance in the future. Through this program clubs may receive recognition for good/excellent club administration:

- *Quality Club – A level to recognise good club administration*
- *Gold Quality Club – A level to recognise excellent club administration*

Benefits / Rewards

Benefits of being involved in the program include-

- *Creating a best practice guide for your current Committee and all future Committees*
- *Minimizing the risks associated with running a sporting club*
- *Providing an atmosphere that will help attract new participants, officials and members*
- *Providing an environment that will be attractive to sponsors/partners and help your club broaden its appeal within the wider community*

⁵ <http://www.aflcommunityclub.com.au>

The Club achieved Bronze in 2013 and its later review in 2016 renewed its accreditation as a “Quality Club”, which is valid until December 2019.

This accreditation identifies an action plan to undertaken throughout the proceeding years. A copy of this accreditation report is attached in Appendix 3.

The criteria preventing the Club from achieving Gold Status is the requirement that it alter its accounting system from MYOB to an online proprietary package. The online accounting software being designed to assist Clubs which do not have access to accounting packages.

4.7 Policies & WWC

The accreditation of the Club relies on the development of appropriate policies, which has been completed throughout the past eight (8) years. It also requires the adoption of YJFL policies, with all policies being displayed on the club’s web site.

Working with Children (WWC) policies have always been part of the YJFL and indeed AFL environment and all Coaches, Assistant coaches, Team Managers and many others within the BJFC community have WWC. The requirement for a WWC is required for all who are working unsupervised with children under 18 years of age.

Each AFL affiliate is required to nominate a Child Safety Officer who would be the initial point of contact for any report. With particular emphasis on children being made aware of what the person is there for i.e. someone to speak to if a child is feeling unsafe.⁶

The AFL Victoria Child Safe standards are included as Appendix 4 to this document.

4.8 Promotion

The promotion of the Club throughout the designated local Brunswick Schools is vitally important. Each year advertisement is placed in each school, while promotional “Brunswick footballs” are allocated to junior coaches/parents to take back to each school. The YJFL provides 25 free footballs and the Club purchase a further 15 to allow 2-3 footballs to be allocated per school.

Facebook posts are also generated for all age groups which are distributed via the Clubs community to facilitate promotion and player attraction.

Come and try days in pre-season have been a regular feature for girls’ football which has involved local AFLW (Carlton), (GWS)⁷ and Darebin Falcons players, including also our Renegades players and Coaches. These have been successful in the attraction of female players to our teams.

In 2017 a recruiting strategy for U15 and Colts teams, which had very modest numbers, was conducted during pre-season, involving ex AFL Fitness Advisor David Buttifant. This was successful in promoting the club and attracting new players to both teams.

⁶ AFL Victoria Child Safe Standards – December 2016

⁷ Nat Exton (Carlton) – Jessica Del Po (GWS)

5 One Club – Brunswick Junior and Senior Football Clubs.

Facilitator Brendan Mason⁸ was used throughout 2014 and 2015 to work with junior & senior clubs (men & women) to develop a shared vision and a set of values⁹. It was through these meetings with the various participants of all three clubs that a “one club” culture was first articulated. The values identified were:

Respect & Inclusiveness

Striving for Excellence

Family and Community focus

Leadership – Honesty, integrity & openness

With these values the clubs aim to provide a positive learning environment for all players, parents and supporters.

The values now form the “strategic pillars” by which the one club culture and mission is to be committed to. Why values? With three football clubs sharing the Gillon Oval facility and for player pathways to be established from junior to senior men’s and women’s teams, it was imperative that all Clubs were “on the same page”.

Regular meetings between both Clubs occur to ensure consistency of decision making, sharing of facilities etc. The commencement of each playing season commences with a One Club dinner for players and supporters from junior and senior clubs attending. The annual One Club ball was initiated in 2017 and was very successful in generating \$5000 for the BJFC.

It is important to note that both Clubs are separate entities, a requirement of the YJFL.

This ensures that funds from junior clubs are not used by senior clubs in contributing towards player payments, which is a regular feature of football clubs that do not play in the Victorian Amateur Football Association. As the title suggests Clubs cannot pay players in the VAFA.

Of note also was that at the 2017 Senior AGM the Senior Club, formerly known as North Old Boys St. Patrick’s College Amateur Football Club¹⁰ formally changed its name to Brunswick. This amendment was foreshadowed in 2014 and consultation with past member and players occurred throughout 2015-16. The change of name was considered appropriate given the Clubs district status and the alignment of the Clubs name with the Brunswick Juniors and Brunswick Renegades.

⁸ “Same Page Cultures” operates across a broad spectrum of business and sporting organisations in developing values, leadership and management programs. Also, Level 3 AFL Coach.

⁹ Refer Section 4 2016 AGM report

¹⁰ North Old Boys (NOBS) were past players from St. Josephs College North Melbourne, which was the Senior Campus. The school junior campus was located in Pascoe Vale. Both Campuses closed by 2010. The club celebrated its 50 anniversary in 2013. The alignment with St. Patricks College Ballarat occurred in 2006, this initiative being to strengthen the alignment between school and to encourage tertiary students to play with NOBS.

6 Moreland Sport & Physical Activity Strategy 2014

The aims and objectives of the strategy *are to guide planning provision promotion and advocacy of sport and physical active for the next 5 years so that both formal and informal participation in sport and physical activity by all sectors of the community is increased.*

The objectives of this strategy are about identifying current and future sport and physical activity needs identify barriers to participation and provide advice on the most effective role and strategies to increase active participation, are well meaning and logical.

At Section 2 Sporting facilities and environments, the strategy identifies the current and future capacity issues of facilities and pavilions is a logical step in the process of defining a strategy. The report commences with the demographic profile of the municipality based on the ABS “Participation in Sport and Physical Recreation Survey” to determine the rates of participation in sport.

- The highest participation rates being between the ages of 15-17 (78%) and 18-24 yrs., with a male/female 67-76% split.
- The demographic profile of the municipality revealed a population of 147,241 people divided into three (3) ABS Statistical Local Areas of Brunswick (46,000), Coburg (51,000) and Moreland (51,000). Brunswick having a slightly younger median age (33yrs compared to 35).
- Of note was that Brunswick has a significantly higher percentage of people attending university (37% compared to 22%), yet the median weekly personal income levels were all higher in Brunswick.
- The forecasted population increase to 2031 for the Municipality is significant at 18%, resulting in an additional 28,000 people to reside in Moreland by 2013.
- A majority to occur within Brunswick (14,000 or 27% increase), followed by Coburg (9000) and the North SLA (5000).

In terms of structured team sports requiring significant infrastructure such as ovals, courts, the results identified as follows:

- Non-seasonal (all year-round sports) which have a combination of indoor and outdoor facilities with participants in Tennis (6993) and Netball (5742), Basketball (6212) being the most popular;
- The seasonal sports of AFL (4879), Cricket (3315) and Soccer (3549).

By applying the projected 2031 population increases to these sports this would result in the following increases:

- Tennis – 8493;
- Netball – 6975;
- Basketball – 7527;
- AFL – 5894;
- Cricket – 4026;

- Soccer – 4303.

Moreland “organized sports” participation data at 3.1.4 identifies that the five largest organized sports (as measured by player numbers) and extrapolated to what would be the expected participation rate based on the ABS Surveys (i.e. range):

- AFL - 3400 to 4879;
- Basketball – 2800 to 6212;
- Soccer – 2200 to 3549;
- Cricket – 2100 to 3315;
- Tennis – 1700 to 6993;
- Netball¹¹ – 343 to 5742.

BJFC submission 2014

The Clubs submission in 2014 identified that from an AFL perspective the strategy made no allowance for the increase in these participation rates as a result of female participation rates in AFL football. For example, AFL figures (2104) identified that:

- In 2003 only 33 teams in 3 leagues in Victoria (600-700 players);
- By 2014 this has grown to 145 teams/27 leagues/divisions;
- VWFL handing over administration to AFL and will have 6 divisions in 2014;
- There will be 150,000 female players in 2014.

The Club identified that:

- Within a decade female participation in AFL alone has been dramatic, while Junior Leagues are now providing for female only competition, with the YJFL creating 3 Divisions in the past 3 years¹²;
- Hence the extrapolation of simple population projection data needs to be tempered in the light of new trends in sport, in particular the increase in interest of female participants in traditional male dominated sports such as AFL and Cricket. This was not factored into this strategy.

In terms of the future provision of sporting facilities and environments, the strategy adopted “greenfield population to facility ratios” which are problematic to adopt to inner city locations where there is little to no open space to convert into new sporting fields.

1. ¹¹ Of note here is that Netball at 343 participants is to increase to 5742, yet Moreland has only 8 netball courts, while training would also be conducted in school courts, in addition to the new training courts at Raeburn Reserve.

2. The unidentified issue here is that Netball competition is held at the State Netball & Hockey Centre (SNHC) at Parkville, while other “new competitions” cannot be developed unless with the consent of the Victorian Netball Association. This factor needs to be examined as to whether or not this will limit netball participation.

¹² By 2018 the YJFL had grown to 8 divisions (U10 to U18)

The strategy however did identify that

- Tennis, Cricket and Outdoor Soccer fields/courts are within or around the current ratio's, Soccer being just outside at 5347 residents per field, compared to 1: 5000.
- AFL playing fields are however no-where near the required ratios, with 8162 residents per field (19 fields). The required population ratio of between 4000-5000 people, which reveals that Moreland has a vast undersupply with almost twice the population density per field.

Understandably Brunswick has the lowest proportion of sporting fields at 16%. The only football ovals in Brunswick are Gillon, Fleming and Allard Park. By comparison Coburg (37%) and the northern areas of Moreland (34%) have twice the level of provision, no doubt influenced by their later suburban development.

In terms of fields by sport, soccer is relatively consistent accord the municipality at 28% (Brunswick), 38% (Coburg) and 34% Northern. The strategy concluding that Brunswick has the largest number of sports (x12) with provision below municipal levels.

For BJFC this under provision is going to be problematic with Brunswick experiencing the most population growth, in comparison to the remaining areas of Moreland. As the projections reveals a further 300 players could be attracted to the Club by 2026. The issue here being that the Physical Activity Strategy (2014) does not identify how this shortfall would be addressed?

7 How has the Club addressed the shortfall in grounds?

The growth in the Club required a strategic approach to gaining access to playing fields. In 2015 the Club was successful in convincing Moreland CC to provide goal posts for Clifton Oval, this area being only used for Brunswick Junior Cricket. This would allow this ground to be used for junior teams up to U12.

The club obtained a grant for goal post covers, while a net/poles (\$5000) to capture football for the Victoria Street end of the ground was a requirement of Council. The storage box (\$5500) within the pavilion was added in 2016 so that covers, net, scoreboards etc. would not have to be carted from Gillon to Clifton Oval across Victoria Street on match day.

In 2016 the club applied for the use of Ransford Oval at Parkville for U14 & 15 teams for training, in addition to the use of this oval for these teams including Colts and Girls teams for Sunday games. This arrangement has been continuing, but is contingent on the City of Melbourne annual approval.

The Club also initiated and developed a grant of the installation of lighting on Clifton Oval so that this oval can be used for training at night. Support & grants from the AFL was obtained and in 2018 the Club & Moreland CC was successful in obtain funds from Sport & Recreation Victoria. This installation to occur during the summer of 2018.

In 2017 the Club applied to Moreland CC for use of Fleming Oval in East Brunswick, which was used for U12 & U13 teams.

This oval, with lights however is not used for competition, has not been used for some years and does not have change rooms. Moreland CC have prepared a Master Plan for Fleming Park and hopefully this oval can be returned to its former use as an AFL football ground.

The ABS projections identify continuing population growth will result in increased pressure and access on facilities. The growth of female AFL will also place more pressure on access to facilities as team and players numbers will continue to grow over the next decade.

As the short history has illustrated, it will be imperative that the Club continues its role as an advocate for junior AFL football in Brunswick to both State and Local Government¹³ and the AFL. This is vital in order to ensure future access of players to grounds and the Club.

8 How has the Club addressed resources in this period of growth?

The significant growth in the Club has required a pragmatic approach to the creation of positions that support volunteers, teams and the Committee. Over time these positions have become vital to the successful operation of the Club and have involve significant time and resources by volunteers who initially took on these roles. As the Club continues to grow, more part time and indeed full-time positions will be created.

8.1 Communication

The Club has been fortunate in that this position has been the responsibility of one person for the past 4 years. Communication is vital and various avenues are used to communicate with parents and players, which has involved:

- E-news via email to all parents. This is generated by “MailChimp” which uses the email address of Club families from SportingTG;
- Facebook;
- Team App;
- WEB site update.

The regular update of communications is a significant and valuable role in providing up to date messaging, communication and WEB updates to the BJFC community. This requires experienced personal.

¹³ The Club successfully lobbied MP Jane Garrett in 2014 for the renovation and conversion of the change room toilets/showers into unisex facilities. With Moreland CC this \$200,000 project was completed in 2015.

8.2 Team Manager

The Team Manager Co-Ordinator plays an important role in the education of Team Managers and keeping them up to date on the requirements of the YJFL. The preparation of TM manuals and the guidance offered by this position has been important in ensuring all teams understand the rules and By-Laws of the League.

Induction sessions for all ovals (set up and close down) are undertaken at the start of each year to ensure that facilities and equipment are maintained and secured and to ensure a seamless transition for players and parents on game day.

The Co-ordinator has also played a role in the engagement of third-party providers in the conduct of first aid training sessions at the Club, to ensure all teams have access to a trained volunteer.

8.3 Coaching Co-ordinator

Why coaching coordinators¹⁴? Coaches are key influencers in developing and maintaining a positive club culture. They also have a significant impact on the lives of individuals within the club especially the players.

Presently, coaches are accredited through a sound educational structure within the AFL's National Coaching Accreditation Scheme (NCAS), which is recognized by the Australian Sports Commission (ASC). AFL Victoria believes there is a growing need to assist accredited coaches and support their development in a variety of aspects of the multi-faceted role they play in the club or school environment.

A club coaching coordinator could support and oversee the growth and development of individual coaches and enhance the overall effectiveness of the coach at club level. Success of a club coaching coordinator position can only be measured by the roles and responsibilities that are afforded to the coach in a particular coaching environment – these may be varied and all-encompassing.

Each club or school that appoints a club coaching coordinator will clearly define the role that they expect of the individual that they appoint.

The Director of Coaching/Coaching Co-Ordinator plays a vital role in the further development of coaches and players at the Club. The role involves:

- To coordinate, educate and evaluate all coaches at training and on match days;
- To coordinate practice matches;

¹⁴ AFL Club Coaching Co-ordinators: www.aflvic.com.au

BJFC Strategic Plan Update 2018

- Ensure all coaches and teams have access to appropriate levels of equipment;
- To provide a forum for coaches to discuss coaching and training programs.

The YJFL requires Clubs with multiple teams to have a position that can co-ordinate and liaise with both the League and Club coaches.

How has the BJFC approached this role? The following initiatives have been implemented:

- In 2012 a Coaching Manual was developed and is distributed to all Coaches at the commencement of each season;
- Director Coaching appointed in 2013. Regular meetings with Coaches are conducted throughout the year (pre-season, practice match, end of grading game & mid-season);
- Coaching Manual was augmented in 2015 with game plans (visual display) being prepared for each age group and also distributed to coaches and players;
- 2017 Eight (8) teams' coaches¹⁵ were assessed by a third-party provider and all coaches revised a written report and presentation on their performance;
- 2018 Director of Coaching Luke O'Connell appointed in paid position.

8.4 Umpire coordinator

The development of the Clubs local umpires (U8 to U10) has also been an initiative of the Club and has been managed by a coordinator. This pathway has been in operating since 2015 and has grown to a squad of eight (8) players, from U14 onwards. The YJFL has also used our umpire squad to umpire in local games across Fitzroy and Brunswick.

8.5 Auskick Female coach (2016)

The AFL acknowledges that the coaching of young girls at Auskick is facilitated by having access to a female coach. This allows for the girls to be coached separately and allows for more "one on one" instruction. The Club addressed this with the appointment of the Clubs first female (U15) Coach, as a coach for Auskick. This arrangement has been shared with AFL Victoria.

¹⁵ Those coaches who had been coaching the longest/more experienced

8.6 Registration officer

This function was completed by the Vice President but as the player numbers increased it became time consuming and required a person to be available 24/7 to answer queries and assist in online registration.

The registration and queries generated by 330+ parents are significant. Although registration is conducted online through Sports TG, it still requires a dedicated person to be available to attend to queries (payments, uniform, teams, clearances etc.). This dedicated role was implemented in 2016.

8.7 Canteen

The supply and purchase of food, drink and other supplies from 2010 to 2013 was not that onerous, given that junior games were only scheduled every second week. The operation of the canteen changed significantly once games were held every week end. Dedicated volunteers (Terri Drum/ Libby O'Connor) completed the purchase and preparation of food throughout this period. The canteen became known throughout the league as one of the best in terms of the range and quality of foods.

The tasks of supply and preparation on a weekly basis however are now beyond volunteers. Consequently, a Canteen Manager was appointed in 2017 which facilitated the preparation and supply of all food and drinks to the Canteen. This initiative also enabled meals to be provided on a Friday night during and after training for the U8-U10 teams and parents.

9 Culture

Culture in the context of your club refers to the character of its operating 'climate' and collective 'personality'. This is shaped by its core values, beliefs, principles, traditions, ingrained behaviours, communication, practices, and style of operation. The culture is driven by the leaders of the club who set the core values and then the standards and behaviours or what is acceptable and what is not, this defines for the club 'how we do things.

People are the most important ingredient in order to run a successful football club. If you are fortunate to have people with a good mix of skills and passion for the club then keeping them involved becomes a priority. Also finding the next group of administrators who can succeed your current group is also a challenge.

One definition of club culture is 'the behaviours that are acceptable by the members of a club'. When we talk of 'strong' club culture that generally means that clubs are clear on acceptable behaviours and enforce the standards.

An individual's experience of a club will be determined by the actions and behaviours of those around them - coaches, officials, parents, spectators, volunteers etc.

Your Club Code of Conduct will provide club members with a clear guide on the club's expectations of the types of behaviours that are acceptable. If clubs are serious about their culture they need to develop codes of conducts¹⁶.

9.1 BJFC Code of Conduct

All player and Coaches each year within the YJFL have to sign a code of conduct, with respect to appropriate behavior both on and off field, understand of the rule and by laws of the League. The Club in 2014 extended this code to parents to ensure appropriate behavior and respect off field.

This is also augmented with the presentation at the commencement of each season by the President of a "first parents" presentation, which also identifies the club's expectation with respect to fostering a positive culture and appropriate behavior. This has been a continuing initiative since 2012.

The YJLF have noted on many occasions that BJFC is one of the best Clubs with respect to both on and field behavior and is well managed.

10 Summary Strategic Plan 2013-2017 achievements

By 2017 and 2018 the Club has exceeded its expected growth targets, with multiple teams at the U8, U9, U10 and U12 level. The committee introduced a girls' team in 2015 in recognition of the emerging popularity of AFL for females. This initiative was also in response to growing demand to support girls' football by the AFL, YJFL and State and Local government.

In 2018 the Club fielded two girls' teams in 2018 (one in U12 and one in U15). Plans are well developed to increase the number of girl's teams in 2019, possibly registering 4 or 5 teams from Under 10 up to Under 16.

The pathway will be to field an U18 team in 2020 with senior girls then graduating into Senior Football with the Senior Women's team, the Brunswick "Renegades" by 2021.

Season 2018 saw the first "graduating" class from the Junior club join the Senior club to be part of the U19 men's team and some of this cohort, as well as a small number of 2018 of 'Colts' (U17) players, winning selection into the First XVIII and Second XVIII. This is a significant milestone for both the junior and senior Brunswick Football clubs.

¹⁶ AFL Community Club Improvement Program – Appendix 2

In addition to the formation of teams the club has been successful in the YJFL on a number of avenues:

- The club has played in five grand finals and won two premierships;
- All teams have competed in final series over the past nine years;
- The Club has been well represented in YJFL interleague squads since 2012;
- Players have also been selected into junior AFL Indigenous squads
- Players across all age groups have been well represented in YJLF vote counts with a number of winners since 2012;
- Two players now train with Calder Cannons, in both U16 development squad and at the TAC level.

All this from a Club with one team¹⁷ in each age division.

The rapid growth of the club has been managed responsibly as indicated by the following:

- Its sound financial performance;
- The strong support from external bodies including the Moreland City Council, AFL Victoria and the YJFL;
- The works into achieving accreditation of the club through the AFL Quality Club program;
- The pragmatic approach to the appointment of specialist positions to assist volunteers, teams and the Committee.
- The “One Club” agenda continues to develop, with junior and senior clubs undertaking a range of collaborative initiatives while maintaining their distinctive club cultures and priorities as they service the needs of their respective communities.

As the development of the Club has illustrated, the club is still in a growth phase and this will continue, given the expected population growth rates that Brunswick will experience over the coming decades. There is no reason to believe that the Club will not grow to 500-600 players across 20-25 teams.

With this growth comes challenges, as the operation and management will require additional full and part time positions. Volunteering will still be important on game day for each team, however expertise in activities outside of teams and match day will increase. As this strategy identifies the Club has already adopted this approach for a number of positions over the past 3-4 years.

The other major challenge will be access to grounds and it will be vitally important that the Club continues its advocacy role with constant liaison with Moreland and Melbourne CC to ensure access to grounds.

¹⁷ 2015 was the first year for multiple teams, with 2xU10

11 PURPOSE STATEMENT 2018-2021

The 2018-2021 strategy aims to support the club's vision, values and principles.



12 GOALS - WHAT DO WE WANT TO ACHIEVE?

12.1 Football

- To be recognized as a quality major junior football club in the inner northern metropolitan area of Melbourne
- Ensuring player recruitment strategies are adopted to account for 40% drop off and ensure that teams have full squads (30+) at the beginning of each season.
- To provide a full range of junior under age teams from U8 to Colts (U17) and Youth Girls (U18) playing in the Yarra Junior Football League.
- To continue to provide the pathway from Auskick, junior to senior football with the senior men (NOBS) and women (Renegades) in Brunswick;
- By 2021 the U18 Youth Girls to graduate into senior football with the Brunswick Renegades.
- To ensure that all game days are well resourced and managed to provide a seamless transition for players and families to attend and play football at each venue.

- To be recognized externally as a ‘destination’ club for players and families wishing to develop their football skills in a high-performance environment;
- To ensure fun, friendship and participation, across all age groups .

12.2 Umpiring

- The club will continue to provide opportunities for players to umpire, develop skills and gain experience as field umpires as a Club umpire for Under 8-10 and for open age YJFL matches.

13 Culture

To ensure:

- Our players and supporters demonstrate the highest level of sporting ethics, fair play, respect and courtesy within and across the club and extended towards our opponents and league officials at all times and particularly on game day;
- Our players strive to be the best players they can be, participating in the spirit of fun, friendship and development in the early years and also aspiring towards excellence at the higher junior levels (Under 13 and older);
- Our families and supporters readily and generously contribute their time and expertise, understanding that our club relies on their volunteer contributions to make the club run efficiently;
- Our Club provides appropriate resources to assist volunteers in both on and off field activities;
- Our club is accessible, inclusive and engaged with the local community, reflective of its diversity, and recognized as a respected community asset contributing to the health and wellbeing of the community through the development of junior sport in the inner north of Melbourne;
- Our Club is a safe environment for all children (whether playing or visiting) by adhering to all child safety standards and practices and ensuring that protecting children from abuse is embedded in everyday thinking and practice within and across the club;
- Our Club continues its approach of fostering positive family and community spirit and participation.

14 Communication

The Club will continue:

- To provide up to date, timely, accurate, informative communications with all members and the broader community.

15 Social and Community engagement

The Club will ensure that:

- Positive, inclusive and active social environment is provided for all families.
- The welfare of the players and families community are supported both on and off the field.
- Partnerships with like-minded enterprises and local businesses as sponsors and partners will be facilitated.

16 Club management and governance

- The Club will continue to aspire and be recognized as one of the most progressive and well managed sporting clubs within the YJFL and the Moreland CC.

17 Financial management

- The Club will continue to adhere to prudent financial management practices and reporting
- The Club will continue to apply for Local, State and Federal Government grants to ensure that the on and off ground facilities and equipment are improved over time.

18 KEY PERFORMANCE INDICATORS - HOW DO WE MEASURE OUR SUCCESS IN ACHIEVING OUR GOALS?

18.1 Football

- Through the addition of a new junior teams each year with a view to field two teams in each age group from 2019 onwards, commencing with U13;
- By 2021 the U18 Youth Girls graduating into the senior football with the Brunswick Renegades;
- To ensure all Colts players graduate into the senior team at the U19 level within the VAFA;
- Measuring in player, family and coach retention to minimize turn over (churn) by survey and annual reporting;
- By the end of this strategy in 2021, we aim to have at least one team play in the Gold (first) division of its age group;
- The Club aims to have:
 - At least 33% of our teams Under 11 and above playing in finals.
 - 10% of players older than 13 years selected in inter-league squads and recognized through YJFL awards (B&F votes).

- Our junior umpires being recruited by YJFL to officiate in League external matches.

18.2 Culture

The Club will continue to monitor and measure:

- Instances of player reports by the YJFL;
- Complaints regarding player or supporter conduct by other clubs or the YJFL;
- Player retention rates;
- Player and family feedback through surveys;
- Diversity and inclusiveness indicators, representation and recognition - gender balance, LGBTI, Aboriginal and Torres Strait Islanders;
- Rates of volunteer participation on game day and off field through rosters;
- Constraints to volunteers in serving on the Executive and General Committee;
- Inclusiveness, including for people with a disability as part of the club through volunteering.

18.3 Child safety

- The Club will appoint a Child safety officer in 2019;
- The Child Safety officer will measure and monitor reportable instances of child abuse and reported in accordance with Child Safety Standards.

18.4 Communication

- The Club will continue to appoint a person with the responsibility to prepare communication to all families and players via E-News, Team App and Facebook.

The Club will measure and monitor:

- Participation at communicated events such as;
 - Registration day;
 - Social activities (junior & senior);
 - YJFL finals at Gillon Oval;
 - Parents presentation at the commencement of each season;This will enable events to be refined and improved over time.
- The number of Facebook followers and Team App subscribers;
- Survey all members, players and club role holders each year to provide feedback on the management and operation of the club and each team.

18.5 Social and Community Engagement

The Club will be judged on its success in social and community engagement by:

- Family attendance at social functions;
- Measuring financial profit of social functions.
- Attracting sponsors and other supporters (e.g. club members)
- Feedback and engagement with local organizations including schools, Auskick, senior sporting clubs (BFC, BCC) and local council (Moreland)

18.6 Club management and governance

- The success of the Club management, governance and operation by:
 - Increasing gender participation growth; (aspirational 10% proportional increase of female participation each year);
 - Accommodating the growth of membership (10% of membership each year).
- Obtain Gold Community Club level
- Development and adherence to **this Strategic Plan and the annual operational plan**;
- Preparation of Annual General Reports that identify:
 - Activities conducted by the Club during each season;
 - Recording of milestones (players, life membership);
 - Initiatives and actions that need to be completed for the following season.
- By measuring compliance with qualifications for club role holders (?)
- Recognition by Sporting Club Associations (?)

18.7 Financial management

The Club will ensure:

- That an appropriately qualified and experienced Treasurer will be appointed conversant in book keeping, accounting and financial packages (i.e. MYOB);
- That profit and loss, debtors and creditors and reconciliation are reported by the Treasurer to each Committee Meeting;
- At the end of each year there will be a required level of cash reserves to cover expected expenses that are incurred at the commencement of each season;
- Cash reserves will be generated to enable improvements to the social clubrooms, change rooms and ground on an as required basis;

- A budget is prepared in August.
- That all financials are audited and the report of the Auditor reported at the Annual General Meeting.

19 STRATEGIES/ACTIONS – HOW ARE WE GOING TO ACHIEVE OUR GOALS?

19.1 Football

The Club to continue to:

- Promote the Club to our player's schools with distribution of flyers, promotion footballs and holding "come and try" footy clinics;
- Develop strategies to target specific age groups to increase participation rates for players in older age groups.
- Support Brunswick Auskick through the donation of sporting equipment and support for coaching;
- Continue to provide a female umpire to Auskick;
- Appoint appropriately experienced people for the position of Team Manager Co-Ordinator (TM). The Coordinator to provide:
 - Regular updates to all TM Manuals and induction sessions to newly appointed Team Managers for all ovals and facilities;
 - Ensure volunteers have access to first aid training each year.
 - Ensure Team Managers circulate team selection and match day assistants prior to each game day to inform all families of upcoming games and parent duties;
- Employ Director of Coaching with the responsibility of
 - Appointing football coaches for each team;
 - Provide induction and ongoing support for coaches including mentoring
 - Regular updates to the Coaching Manual and team plans to support a consistent framework for the teaching of skills to players;
 - Provide resources to provide specialist high performance coaching and assist players to attend specialist camps/training;
- Employ a Registrations Officer to facilitate the registration of all players.
- Appoint an Umpire Co-Ordinator to provide training and support for junior umpires;
- Encourage mentoring by seniors to juniors and juniors to Auskick to increase skills and foster a stronger "One Club" community.

19.2 Culture

- Promoting the One Club agenda and further strengthening the alignment of junior and senior club culture and partnership.
- “Walking the walk and talking the talk” – Demonstrating the values of the Club through:
 - leadership and actions by Committee, Coaches, Team Managers and;
 - holding all club leaders accountable for demonstrating and promoting club values and culture.
- Clear promotion of values and culture in all club communications, seminars and presentations;
- Coaches, parents and players will sign and adhere to the relevant codes of conduct in compliance with YJFL and AFL requirements.

Support & family welfare

The Club will continue to

- Provide concessions, discounts, payment plans and other flexible mechanisms to support participation among families facing financial hardship.
- Participate in community welfare initiatives such as White Ribbon and Beyond Blue.

The Club will seek to appoint in 2019:

- Welfare Officer to provide out-reach support as appropriate for families experiencing hardship and where children are at risk (e.g. referral to relevant community agencies);
- Child Safety Officer(s) with responsibility for implementing child safety policies and practices, regularly reporting to the committee of management.

19.3 Communication

The Club will continue to appoint a an appropriately qualified person with experience in preparing communication to ensure:

- An up to date Website is provided;
- Parent information sessions are held prior to the commencement of each season to ensure adherence to the relevant code of conduct and promote the club and its teams to families as a positive place to play football and to make friends;
- Regular BJFC news bulletins, Facebook posts and Team App news items are distributed to families informing them of relevant information including match previews and reports, club initiatives and social news etc.;

- Press releases on the success of the club are prepared and issued to the surrounding community newspapers and newsletters to inform the Brunswick community, Moreland City Council of the achievements of the Club.

19.4 Social

- The Club will continue to appoint a Social Committee to develop a social event calendar and to ensure delivery of social events.
- The calendar to provide:
 - An active and positive social environment to enable parents, siblings, guardians to socialize in a safe environment.
 - At least one major social event/fund raiser per annum for all those associated with the Club, e.g. One Club Ball, Trivia Night.
- Provide meals after training to assist in families dealing with later meals times during training and to provide a comfortable environment while waiting for training to be completed.

CANTEEN/ BAR MANAGEMENT

The Club to continue to:

- Appoint a Canteen Manager

The Club will ensure the:

- Canteen is registered under the Food Act.
- That volunteers are under the supervision of accredited food handling staff and training in food handling is provided to volunteers.
- Bar volunteers are under the supervision of accredited Responsible Serving of Alcohol staff and that access to RSA training is provided.
- The club budgets for volunteers to attend these courses.

19.5 Club management and governance

- Ensuring quality and active committee members are appointed to ensure smooth running of the club.
- Enhance club profile with external stakeholders such as:
 - Department of Sport & Recreation;
 - Federal, State and Local Council politicians;
 - Moreland & Melbourne City Council officers;
 - AFL Victoria
 - YJFL

- o Brunswick Football Club
- o Brunswick Cricket Club
- o Local sponsors

19.6 Financial management

- Ensure Club finances are placed under the control of a qualified Treasurer (accounting, book keeper) with regular monthly reporting to the Executive Committee of the following;
 - o Profit & Loss (monthly & YTD)
 - o Bank Reconciliation
 - o Accounts payable/receivable
- Ensure that the club membership and sponsorship more than fully cover club expenditure, so that money is available for player development and future improvements (e.g., club equipment, social rooms, change rooms and grounds).
- Ensure compliance with all external reporting requirements.
- Budgets shall be prepared at the completion of each season to ensure membership and sponsorship rates can fully account for club expenditure.
- Prudent financial practices shall be adopted by the club in collection and management of all club monies
- Ensure that Club finances are audited prior to the Annual General Meeting and the report of the auditor is presented to club members;
- Ensure all executive and general committee have defined roles and responsibilities which will define their conduct and expected outputs.

20 RESPONSIBILITIES: WHO IS THE CLUB PERSON RESPONSIBLE FOR ACHIEVING THESE GOALS?

The management and operation of the Club requires numerous positions to be filled. The positions below are those to be filled every year to ensure that the game day, training and social functions of the club are well managed to ensure parents and players have confidence in the operation of the club.

These positions are as documented in the BJFC Roles & Responsibilities 2019

Note: Positions are volunteer positions unless indicated otherwise.

21 Sub-committees

With the growth of the club, teams of people are required to deliver specific functions that feed through to the committee. Committee members would be identified as chairs of sub-committees to ensure that there is adequate representation at the Executive and General Committee meetings.

22 RESOURCES - HOW MUCH MONEY AND WHAT WILL BE REQUIRED TO ACHIEVE THIS GOAL?

Budget to be prepared for each AGM for the following season. Budget to include costs required to meet wish list of coaching resources, club improvements and player support required.

- Key sources of financing;
- Membership fees to cover 75% of the Clubs operating costs;
- Sponsorship and fund raising to generate 25% of all Club operating costs.

23 IMPLEMENTATION AND MONITORING

This Plan will be tabled at each meeting of the Executive Committee to ensure that it is implemented throughout the year and that specified timeframes are being met.

The BJFC will also hold an annual planning review workshop in line with its AGM to ensure that this plan is updated each year.

24 Appendices

24.1 Appendix 1 – Mapping location of BJFC players

24.2 Appendix 2 - 2017 Treasurers Report from AGM

24.3 Appendix 3 – AFL Accreditation report

24.4 Appendix 4 – AFL Child Safety



S u b m i s s i o n

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19 September 2018

TO: Brunswick Junior Football Club – Strategy Plan update

Dear Executive please find attached my submission to the updated strategy plan.

The original template for the Strategy plan is from the AFL Community web site which sets out a basic template for Clubs to complete. This template is appropriate for new clubs or where Clubs are completing this process for the first time. However, with the expiration of time and the progress made by the BJFC over the past nine years, the missing pieces of this strategy were the history and background of past decisions and how these actions would then influence the development of new initiatives and actions going forward. This context is needed to be explained so that the rationale for the various initiatives that the Club is seeking to achieve over the next three (3) years can be justified.

The strategy plan needed to have adopted the approach: *To work out where the Club needs to go, you need to examine where you've been!*

This would then provide justification for the actions that you seek to implement. For example, given that the strategy stated that it was going to create a new position (i.e. Child Safety person), a new parent may come to a view of why? If you provide the current situation, legal obligations and the resources currently provided, then a different response of support, would most likely result.



The context and background (a lot of this information is in AGM reports) is necessary so that jargon can be understood for example. What is Gold accreditation? What is a quality Club? What are the current “churn” rates? What is One Club? How were the values of the One Club derived?

The attached update provides this context and explanation in addition to an “executive summary”, given the length of the document is now significant.

I have not changed any recommendations but attempted to made refinements, and reordered some of the initiatives etc (up to Section 19). This will greatly assist Club members in understanding of the reasons why various initiatives were implemented by previous Committees (supporting volunteers with specialist positions, access to additional grounds, lights on Clifton etc) and why similar actions for the 2019-2021 strategy will be required, given the projected growth of the Club.

See you on the 15th at the Grand View.

Yours Sincerely,

Trevor Ludeman

1 **Treasurer's Report 2017**

I am pleased to present the Brunswick Junior Football Club financial statements and Treasurer Report for Season 2017. The following information reflects the activities and transactions for the period **1st October 2016 to 30th September 2017**.

Financial statements for the year are tabled at the end of this Report.

Revenue – was generated by way of player memberships, sponsorships, canteen, bar, donations, raffles, Wine Sales rebate and the One Club Ball. Total revenue received for the year was \$158,834.42

Player Registrations - We had **316** registered players for 2017 (260 in 2016, 200 in 2015, 175 in 2014 and 125 in 2013) and registered 16 teams with the YJFL. Training was conducted over three nights per week at Gillon Oval, Clifton Park and two nights at Ransford Park, Parkville. The cost of rental for Clifton Park was \$997.51, rental of City of Melbourne, Ransford Park \$1227.50 and BJFC share of Gillon Oval and Pavilion Rent was \$2450.03. BJFC share of utility services was \$5493.24 (see table for rent and utilities expenses in more detail).

Sponsorships and donations received (monetary, discounts, supply of goods and services) from the following: A-Grade Club Supplies, Green Refectory, BNOBS All Saints Coterie, The Mouthguard Man, Nelson Alexander Real Estate, LaMana Fresh (supply of oranges every week), The Grandview Hotel (supplied Pies for nights at training), Sports in Focus as a percentage of team photograph sales.

Sponsorship from Nelson Alexander this season totalled \$2045.45 (due to the sale of the President's house). These funds will be allocated to the operation of the Pre-season training days later this year and early 2018.

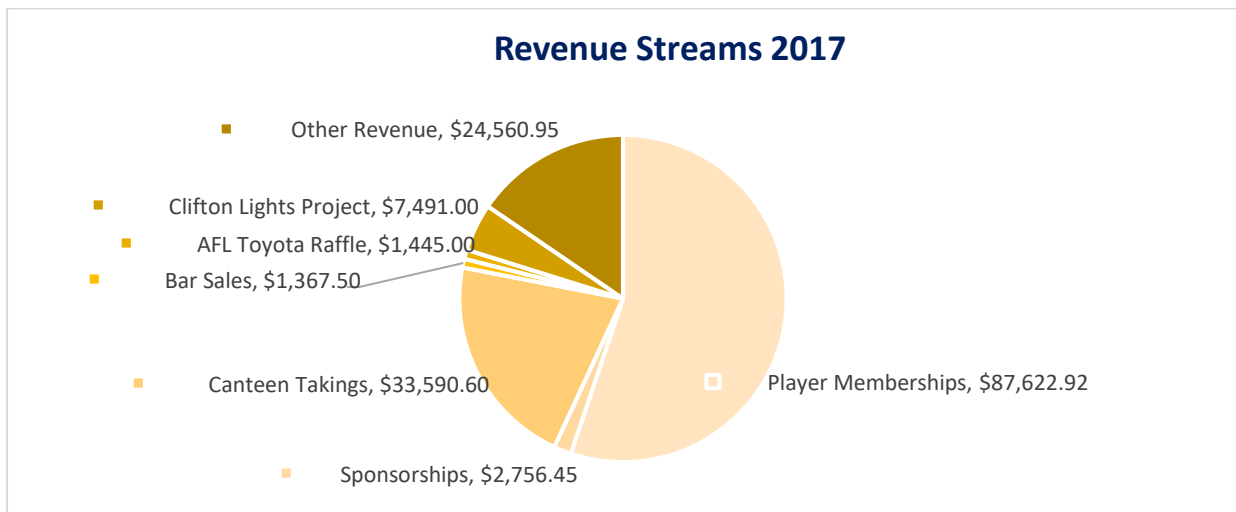
Canteen – our major source of fund raising for the club. The Canteen made a profit of \$6,137.79 for the season, reduced from 2016 due to the appointment of a full time Canteen Manager. This year BJFC hosted one round of YJFL Semi- finals on 13/8/17 comprising 3 matches only. Revenue raised via the canteen for these games resulted in a surplus of \$1,965.

One Club Ball - Our first One Club Ball was well attended by all three clubs. A successful night with some healthy bidding for auction items which resulted in a profit share of \$5,191 to each Club. This profit will be reserved for the Clifton Lights Project account. Generous sponsorships and donations from BJFC families contributed to this great event

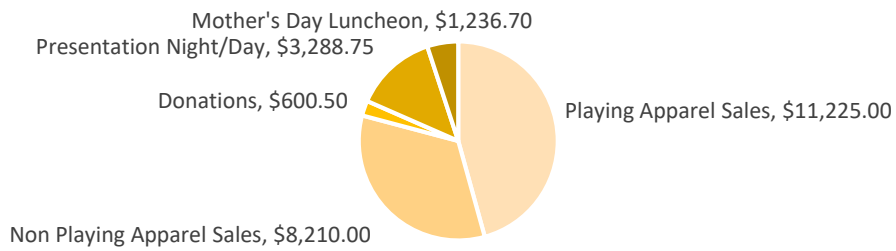
AFL Toyota Good for Footy Raffle raised \$1445 for the Club which will be credited to the Clifton Lights project fund.

Presentation events – Although not fund raising, most team presentations managed to cover the costs incurred for the supply of food and drinks.

The Final Roar Party – A great opportunity for everyone to come together at the end of the season and after presentations. All players and siblings were treated to a sausage sizzle and drinks, whilst adults were charged \$10 for gourmet wraps which were delicious. The party was well organised by some enthusiastic parents and a good day and night was had by all who attended. A breakdown of revenue and costs below.

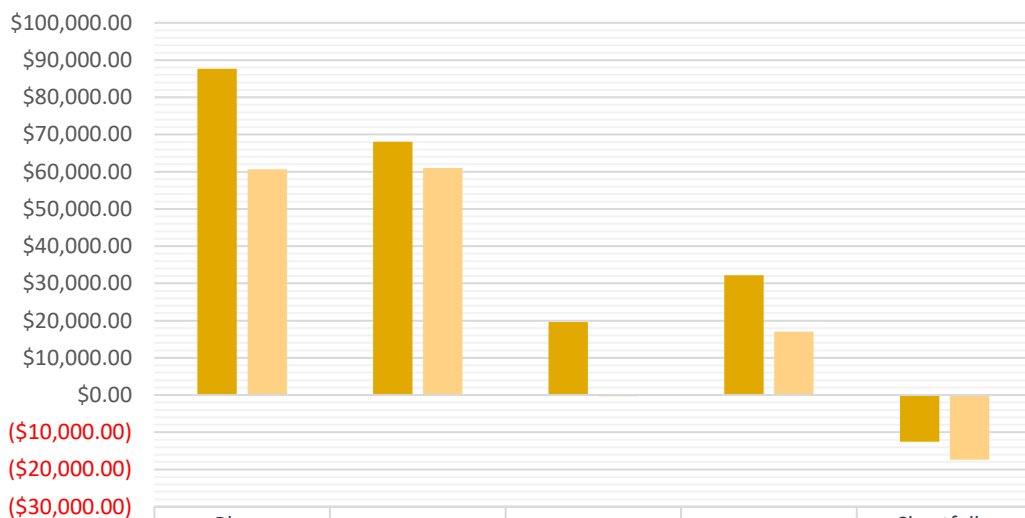


What makes up Other Revenue 2017



Player Membership Revenue for 2017 accounted for 55% of total revenue raised. As the graph below shows there is a shortfall between player’s membership fees and the actual total expenses for the season. To raise the extra revenue needed to cover all expenses for the season, other funding sources are necessary. Options being: to increase annual membership fees; gain more sponsorships from local businesses; a variety of fund raising activities and to continually support the excellent operation of the Canteen.

Player Membership Revenue v Costs & Expenses 2017 v 2016



	Player Membership Revenue	Total Direct Costs	Net Revenue	Total Other Expenses	Shortfall - Funds to be raised
2017	\$87,622.92	\$68,014.92	\$19,608.00	\$32,180.24	\$12,572.24
2016	\$60,627.71	\$61,004.19	\$376.48	\$17,027.74	\$17,404.22

2017 2016

Cost of Sales – These are the costs incurred in raising revenue, such as; purchasing of stock for the Canteen, Bar supplies, playing apparel, non-playing apparel and Presentation days. These costs are subtracted from the Revenue raised from the sale of canteen goods, bar sales, apparel sales and presentation day sales resulting in a Net Revenue figure. See table below:

Revenue		Cost of Sales		Net Revenue
Player Memberships	\$87,622.92	Sporting Pulse Fees	\$3,427.43	\$84,195.49
Sponsorships	\$2,756.45		\$0.00	\$2,756.45
Playing Apparel Sales	\$11,225.00	Playing Apparel	\$19,157.14	-\$7,932.14
Canteen Takings	\$33,590.60	Canteen Supplies	\$15,920.81	\$17,669.79
Bar Sales	\$1,367.50	Bar Supplies	\$945.85	\$421.65
Non-Playing Apparel Sales	\$8,210.00	Non-Playing Apparel	\$12,344.00	-\$4,134.00
Donations	\$600.50		\$0.00	\$600.50
Presentation Night/Day	\$3,288.75	Presentation Night/Day	\$1,535.69	\$1,753.06
Mother's Day Luncheon	\$1,236.70	Mother's Day Lunch	\$1,101.14	\$135.56
AFL Toyota Raffle	\$1,445.00		\$0.00	\$1,445.00
Clifton Lights Project	\$7,491.00		\$0.00	\$7,491.00
Total Revenue	\$158,834.42	Total Cost of Sales	\$54,432.06	\$104,402.36

2.1 What makes up Direct Player Costs and Other Expenses

Direct Costs		Other Expenses	
League Affiliation Fees	\$15,197.60	Advertising & Marketing	\$900.00
League Umpire Services	\$9,904.85	Audit Fees	\$682.00
League Training Courses	\$3,205.00	Bank fees & charges	\$661.93
Footballs	\$7,178.15	Permits & Licences	\$326.00
Game Apparel & Equipment Kits	\$4,585.35	Postage Printing Stationery	\$1,481.21
Player/Coaches expenses	\$4,374.04	Computer communications	\$477.47
Medical Supplies/Services	\$3,429.00	Bad Debts	\$80.00
Public Liability Insurance	\$450.00	Clubroom Facilities	\$1,693.63

Direct Costs		Other Expenses	
Player Accident Insurance	\$2,856.00	Canteen Expenses	\$11,711.00
Trophies Medals Photographs	\$6,411.65	Donations/Gifts	\$1,965.50
* Utilities, Rent, Cleaning charges	\$10,168.28	Depreciation	\$2,511.14
Asset Protection Insurance	\$255.00	Bookkeeping Fees	\$4,326.85
Total Direct Costs	\$68,014.92	Presentation Expenses	\$2,490.34
		Committee Expenses	\$100.71
		Storage Expenses	\$372.46
• See breakdown below		Registrar payments	\$2,400.00
		Total Other Expenses	\$32,180.24

League Affiliation & Umpire Fees - YJFL Team Affiliation fees were \$15,197.60 (average cost per team to register \$950). As teams move up in age brackets the fee increases as additional umpires (be it field, boundary, goal) are allocated by the YJFL to the games and charged accordingly. The total charges for league umpire services this year was \$7,694.85.

Junior Club Umpires - This year co-ordinated by Ray McKenzie. The Club is to supply umpires for Tackers and U10's games and it is pleasing to see some of our players participating in this role; Jonas Walsh, Ewan Baulch, Ty Perdrisat, Otis Styant Browne, Angus Ross, George Kelly, Cian O'Callaghan, Lewis McKenzie, Michael Westaway, Luca Perrone, Ari Paevere and Ella Baulch. Fully trained Club umpires were paid the same rate as YJFL umpires being \$40 per game. Total cost of club umpires this year was \$2,090.

Insurances - The YJFL charge a (compulsory) basic accident cover for players, public liability insurance and asset insurance. Committee decided to boost the general accident cover from Bronze (\$82.50 per team) to "Platinum" (\$178.50 per team) status which provides the highest cover in a paraplegic/quadruplegic event. Total for Insurances, \$3,561 which equates to \$222.56 per team for 2017.

Registration Cost - All players registered and paid membership fees on-line via Sporting Pulse. The process worked well and helped with entering data into the accounting software. The charge for this service from Sporting Pulse was \$3,427.43 (average \$10.84 per player). This season the Club engaged a Registrar (Selena) to manage the registration process and to respond to parent and player enquiries. The cost of this service was \$2400.00. These fees and costs should be taken into consideration when determining membership fees for next season.

Gillon Oval, Gillon Pavilion, Clifton Park, Ransford Oval and service Utilities - BJFC pays a share for the cost of ground rental, use of Social Rooms and Service utilities. This share (with Seniors, Renegades & partly Brunswick CC) is calculated by the number of teams, number of training sessions (hours), number of home games (hours) played over a 20-week period. BJFC share of total ground and utility services was \$10,168.28.

2.2 Breakdown of rental and utilities costs:

Rent and Expenses 2017	Total Cost Incl GST	BJFC share %	BJFC share \$
Gillon Oval Rent	4099.12	46.7	1824.10
Pavilion Rent – 6 months	1340.32	46.7	625.93
Clifton Oval - BJFC	1097.26	100	997.51
Ransford Oval	1227.50	100	1227.50
Electricity – 2 meters	5522.07	46.7	2578.81
Gas – 1 meter	521.91	46.7	243.73
Water - no GST	844.00	46.7	394.15
Cleaning Social Rooms	4941.00	33.3	1647.00
Rentokil contract & supplies	1594.95	33.3	531.65
Ground marking paint	293.70	33.3	97.90
Total Utilities Expenses	\$20,254.33		\$10,168.28

Coaching & Training Courses – a compulsory requirement of the YJFL. New coaches attended league courses to obtain the required Level 1 certificate and existing

coaches required next level training or re-accreditation. League Coaches training cost \$1690. First Aid course for 20 people was conducted at the Club at a cost of \$3000. A Consultant was engaged in June to assess BJFC coaches and Assistant coaches at a cost of \$3700.

Auskick – BJFC sponsored Ella Baulch to train and coach the girls at Auskick on Saturdays mornings. The purpose being to encourage girls to continue their football pathway to BJFC - cost \$750.

Equipment, apparel, footballs – New kit bags were purchased for the extra 4 teams registered for season 2017. Each kit team bag includes contents such as: apparel for boundary umpiring, goal, interchange, coaches, trainers, runners etc. for each team. Medical supplies, ice packs, flags, timer, pump, footballs for game days.

Training equipment, footballs, ball bags, bibs, witches hats, goal post pads, tackle bags etc.

Throughout the season most of the team bags required more apparel, replacement of missing items and new medical supplies. The actual cost of one kit bag complete with game day apparel, 3 footballs and necessary items, costs \$700 for U8 & U9's. For U10 to Colts ranges from \$812 (synthetic footballs) to \$1200 (leather footballs).

Bookkeeping Fees – The task required approximately 8-10 hours per week attending to all data entry, sourcing paper work, reconciliation of bank accounts, Sporting Pulse data, cash floats and producing financial reports as per accounting standards. Financial reports were prepared for monthly committee meetings. The hours per week do vary depending on the variety and number of activities during the season.

2.3 The Final Roar - Breakdown

Presentations and the Final Roar Party 2017						
Revenue		Details				
Trybooking	\$ 873.18	92 adult meals less credit card fees				
Raffles	\$ 501.00					
Bar Sales	\$ 2,787.75	Includes U8-Colts presentation nights & party				
Meals	\$ 340.00	Colts parent's meals				
Total Revenue	\$ 4,501.93					
Costs						
Bar Supplies	\$ 2,247.15	presentation nights and party				
Liquor Licence	\$ 220.20	Friday U8-U11 presentation and 2/9 party				
Pasta Al Dente	\$ 400.00	Colts parent meals				
Balloons	\$ 495.91	Friday U8-U11 presentation and 2/9 party				
Mr Donut	\$ 444.00	food for U8-U11 presentation night				
Party supplies	\$ 287.85	plastic cups, cutlery, napkins, ice, bread, fruit				
Party food	\$ 798.60	chickens, pita, rolls, Kranksy, sausages, icy poles				
Food U8-U11 presentations	\$ 191.50	Hudson Pacific				
Party Food	\$ 304.10	Green Refectory				
Music	\$ 450.00	DJ's Now				
Total Costs	\$ 5,839.31					
Revenue less Costs	\$ (1,337.38)					
Add back Bar Stock value	\$ 389.06	Stock on Hand				
Net Result	\$ (948.32)					

2.4 Stock: Playing & non-playing apparel

BJFC Stock of Apparel on Hand 30/9/2017					
Playing Apparel	No. of Units	Girls Playing Apparel	No. of Units	Non-Playing Apparel	No. of Units
Jumpers Sleeveless	54	Jumpers Sleeveless	36	Training Tops	17
Jumpers Long Sleeve	31	Jumpers Long Sleeve	9	Hoodies Zip & No Zip	110
Shorts Purple & White	101			Black Long Sleeve Tops	34
Iron On Numbers = 46					
Total Playing Apparel	186	Total Girls Playing Apparel	45	Total Non-Playing Apparel	161

Cost Value of Stock on Hand – Playing Apparel \$5480.20, Non-Playing Apparel \$5085.00, Old Stock Written Off \$1606.20

Depreciation Schedule – list of *Plant & Equipment, Fixtures & Fittings* at end of this report.

Reserved Funds - Cash funds are reserved for the sustainability of the club and for refurbishment and improvements of facilities and grounds. As the club grows, other grounds will need upgrading to accommodate our increasing number of players and training sessions.

As well as upgrades to facilities, the club supports players with new training equipment & programs, financial assistance if required to enable participation, advanced squad training and sponsorship opportunities.

Clifton Lights Project - In 2016 the Club started a campaign to raise funds for the installation of lights at Clifton Park West to enable week night training sessions. Also, to alleviate over usage of Gillon oval in accommodating the Seniors, Juniors and Women's teams.

In 2016 the club raised \$2878 for the Project. This year 2017 the Club raised \$2300 from fundraising Wine Sales and profit share of \$5191 from the One Club Ball. Total amount raised to date is \$10,369.

Bank Account - Bank Balance at 30th September 2017 being \$38,277.02 CR

Expected expenses to follow: Auditors Fee \$704, Bookkeeping fee, periodical bank & merchant fees, Global apparel invoice \$1927.20 (paid on 12/10/17) and Storage fee \$115.

Receivables of \$1445.00 (Toyota Raffle) was received on 13/10/17.

Bank Balance at 20th October 2017 is \$37,794.82 CR.

Independent Assurance Practitioners Review – attached

The club's financial transactions and data file have been reviewed by Andrea Spoyal, Manager of Accounting, Kearney & Co., Accountants, 651 Victoria Street, Abbotsford Victoria. Review attached.

2.5 Recommendations

Accounting – to continue using a dedicated accounting software package to capture and record all financial transactions of the Club activities. MYOB Basics is a ‘cloud’ based package incurring a minimal monthly subscription fee.

Electronic Point of Sales Equipment – The portable EFTPOS machine works well in most cases, however the ‘merchant slips’ still require reconciling for data entry.

To investigate the “cash register” type of device (like a tablet with screen) which can be designed to match the accounts for simpler bookkeeping and reconciliation. MYOB “Kounta” product could be an option.

GST Registration – With the increase in annual turnover, the Club will need to register with the ATO for GST purposes. After registration, the Club will be obliged to lodge quarterly GST statements showing all sales and purchases for each quarter period.

Canteen Manager – The appointment of a full-time manager proved to be an excellent and necessary addition to the Club’s Canteen’s operation and success.

Bar Manager – It would be great if a volunteer of the Club could manage and run the operation of the Bar including purchasing of stock, stock control, maintain cash floats, banking and reconciliation of same. Obviously, this person would require a RSA.

Property Steward – to be responsible for the purchasing and maintaining the team “Kit Bags” contents and to keep an asset register of all equipment purchased by the Club. To ensure all kit bags are collected and stored at the end of each season. The Club now has access to a storage facility near Gillon oval.

Apparel Steward – an on-line retail option being considered. This will need to be operated by a dedicated person to have control of stock purchasing, control, sales and storage of apparel.

Banking – Limit access to the bank account. The club currently has two ‘debit cards’. One of these cards can be used like a Credit Card which has helped with paying subscriptions which require credit card payment only. Both current cards will need to be replaced for new members, as individual names appear on the Club cards.

Current Treasurer has access to on-line banking for all types of transacting. I suggest to allow one other authorised person to view and approve of banking transactions before processing payments, reimbursements etc.

Personal note

What another Year it has been in football! I would like to take this opportunity to thank everyone (past and present) at BJFC for your support and vote of confidence during my role as club treasurer for the past 8 years. Wow, how time flies! I have met some great people within the BJFC community and will continue to keep in touch with many. Receiving a 'Life Membership' at the end of this season was a highlight, surprise and humbly accepted with pride. Thank you.

Going forward, I have no doubt the Club will continue to grow and be successful in all things football. All the best for Season 2018 and beyond "Go Dragons"

Yours sincerely,

Wendy Canobie



AFL Community Club Improvement Program



Report Disclaimer

Please note that this AFL Community Club Improvement Program Club Health Check report, provided as a result of the use of the online assessment, is for information purposes only. It is intended to provide an indication of the capability of your club, on the date of the assessment. The scores achieved are based on the answers provided during the assessment.

The AFL cannot guarantee the accuracy of respondent's answers, or that they are fully representative of your club. Therefore, the AFL does not warrant or guarantee any particular outcome in respect of your club's self-assessment, the AFL Community Club Improvement Program Club Health Check report or scoring.

This report, and any information contained within, has been prepared based on the information provided in your club's self-assessment. It is intended as guidance only for your club and should not be relied on for any legal or financial considerations, or by any third party. Links to external web sites are inserted for convenience and do not constitute endorsement of material at those sites, or any associated organization, product or service. This information does not constitute professional legal or financial advice, and the AFL recommends that you seek your own independent advice.

The AFL does not:

- a) Assume any legal liability for the accuracy, completeness, or usefulness of any information from this report or any links provided; or
- b) Accept responsibility for any loss associated directly or indirectly from the use of this report.

Dear Trevor Ludeman

Thank you for taking the time to be involved and completing the AFL Community Club Improvement Program online. We believe that your time will prove a real investment in your clubs future growth and development.

As you progressed through the AFL Community Club Improvement Program, you would have answered questions that identified key drivers and critical success factors that are crucial to success at club level. These factors are used to build a picture of the way your club carries out its operations and activities and form the basis to your overall report.

This report is broken down into three sections;

- **Action Plan** – The six highest priority areas as identified from the answers provided in the checklist are identified in the action plan section along with resources to assist improving these areas.
- **Summary report** – This gives the scoring for your club against the key drivers and the critical success factors as well as a graphical view of these scores. This section will provide you with a synopsis of all of your results and provide general information on each key area and related resources to assist with improvement.
- **Summary of priority responses** – This provides a copy of all the questions answered, along with your responses and subsequent priority level. This can give further background to committee discussions and future actions.

Your AFL Region is now very keen to ensure you have support as you take the next critical steps to improve your club. The action plan is the essential item in this document. It has been deliberately formulated to promote discussion and guide planning at your club. We want you to utilise this document to assist in developing and improving your systems and processes. Importantly, we want to be there to assist you as you continue to plan for the future. We will be in contact with you soon to discuss how we can best do that.

As this is the first step in a Performance Improvement Program, we strongly recommend that you complete the checklist on an annual basis. The process of improving is a continual cycle of planning, performing and reviewing and this should become a critical component of that process.

We wish you all the best in working through this report and taking the next steps towards improving your club's growth, development and sustainability.

AFL Community Development

The Club Action Plan

Summary Report

For

CLUB NAME: Brunswick JFC
CONTACT NAME: Trevor Ludeman
POSTAL CODE: 3056
EMAIL ADDRESS: trevor@projectplandev.com.au
CLUB WORKFORCE: Volunteer administrators
CLUB STATUS: Incorporated: with one organising committee
CLUB LOCATION: Metropolitan
CLUB SPORT: Australian Football
CLUB STATE: VIC
ASSESSMENT DATE: Monday, April 11, 2016

1. The Action Plan

As a guide, below are the key areas of the action plan template along with steps to follow when completing these templates.

Points to Consider

This text refers directly to the question identified as a priority for the club to address. These points highlight what the question is referring to and what the club needs to think about when developing the action plan.

Best Practice

This section outlines best practice suggestions for the club to consider while developing actions. These statements are designed to give detail to assist in developing the plan and will give a broad overview of aspects that impact on the priority identified. If the club decides not to follow the best practice suggestions, it should as a minimum have a clear understanding of 'why not'.

Strengths and Opportunities

As a group, fill out all the strengths and opportunities that your club has in each identified priority area. This will then assist you completing the actions to improve section.

Actions to Improve

The committee (or working group if required) should identify clear actions that the committee or club members need to do in order to have an impact on the identified priority area. Based on the complexity of the priority, the committee could list 1-4 different actions. These actions should be measurable and easily conveyed to those responsible for completing.

Responsibility

The committee needs to allocate a responsible person or group to manage the action plan; this could be different people for each action or the same across all action plan items. Whatever the decision the people identified should have the correct skills and knowledge to be able to carry out the task and report to the committee on the outcomes.

Time Frame

The Action Plan is designed to be a short to medium term task that fits within wider planning. The timeframe set by the committee will give the people identified to work on the plan a goal for completion.

How to Measure Outcomes

Each action identified should have a measurable outcome. Below is a quick guide to good planning

Specific	Write actions simply and describe exactly what will be accomplished when each action is achieved.
Measurable	The action needs to be measurable so it can be determined when it has been achieved. If it cannot be measured, it might not be manageable.
Achievable	Expect to achieve the action and do not set actions too high or make them unrealistic.
Related to the priority	The actions must relate to the priority for your club.
Time bound	Each action must have an achieve-by date. A deadline is a great motivator for achieving.

1.1 Critical Success Factors

The radar graph below gives a graphical view of your score across the Critical Success Factors from the assessment. The action plan items that have been identified for your club come out of these Critical Success Factors.

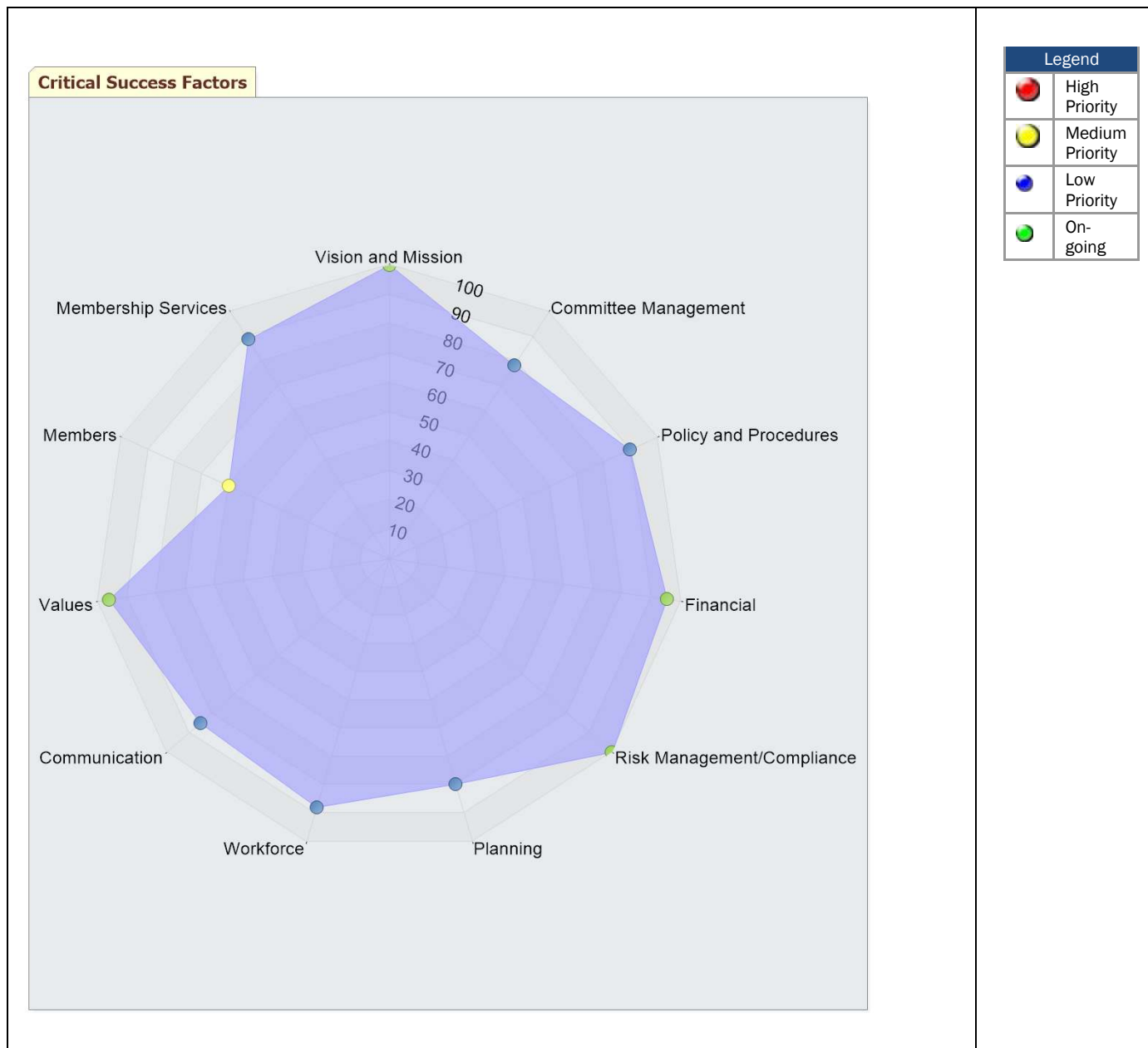



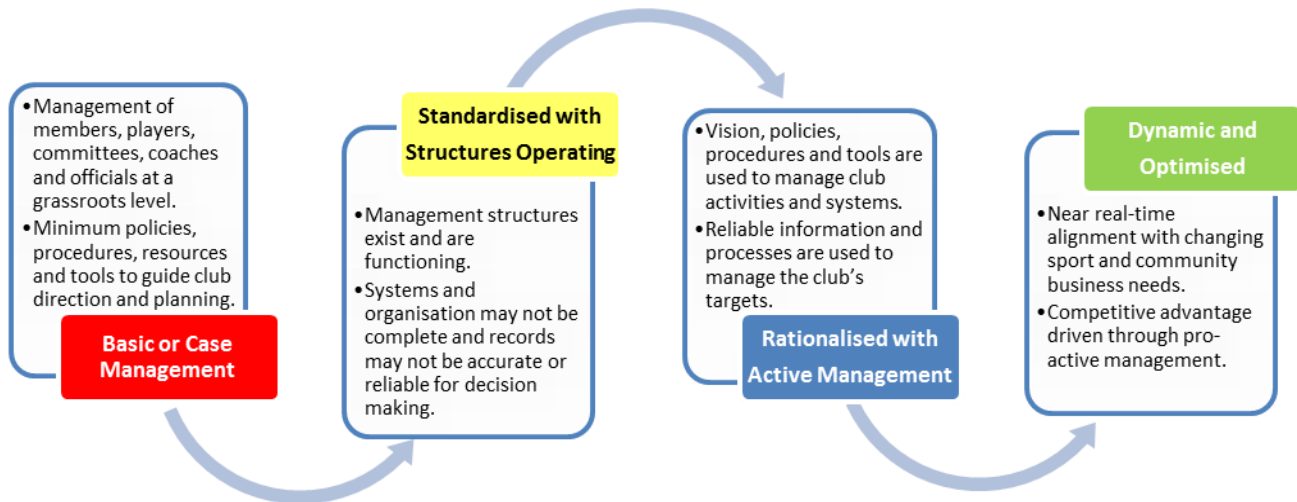
Fig 1. Critical Success Factors Summary Performance (Radar Chart)

Action Plan Item 1			
Critical Success Factors:	Members	Key Driver:	Decision Making
Question:	4.1.2 What percentage of your members have joined as new members?		
Your Response:	9-0	Priority Rating: :	
Points to Consider:			
To understand you clubs membership and how it deals with turn-over the committee should understand the numbers of members returning to the club each year. By understanding how many and who is returning to the club the committee can make decisions about the way it communicates and attracts new members.			
Best Practice:			
As part of the clubs risk management, communication and marketing and strategic planning the committee should understand the rate at which it is growing. Understanding why people join, continue, or leave the club is vital information when developing the way the club operates. This information also feeds back to medium and long term financial planning, facilities planning and volunteer planning as it impacts on the clubs capacity to service its members.			
Aspects that should be considered include;			
* how are you promoting your club?			
* are you talking to the right audience?			
* is the club offering the right services?			
what is the competition for the club? i.e. other clubs with similar programs			
Our strengths in this area:		Our opportunities in this area:	
Club Enters		Club Enters	
Actions to Improve	Resp.	Time Frame	Outcomes
Club Enters			
Club Enters			
Resources to Assist Planning			
http://www.ausport.gov.au/supporting/clubs/decision_making/members http://www.ausport.gov.au/_data/assets/word_doc/0005/474098/Member_Retention.doc			

AFL Community Club Improvement Program – Summary report

2 Best Practice Model – Club Rating

In addition to the summary reports and action plan, this report takes the responses and calculates a balanced score which will place your club within a rating made up of four levels. Each of these levels has a basic and generic description that lays out the progression of any sporting organisations from a novice club to a mature club that is operating at its peak capacity. These levels do not correspond to size or wealth but directly to the level at which the committee is developing the club.



The purpose of the Club Rating is to provide an incentive for progression. The action plan in this report will provide guidance for improving your overall performance and subsequent rating each time you return to conduct the Health Check.

3 Your overall Club rating

Rationalised with Active Management

- * Vision, policies, procedures and tools are used to manage club activities and systems.
- * Reliable information and processes are used to manage the club's targets.

4 Key Drivers Summary Performance

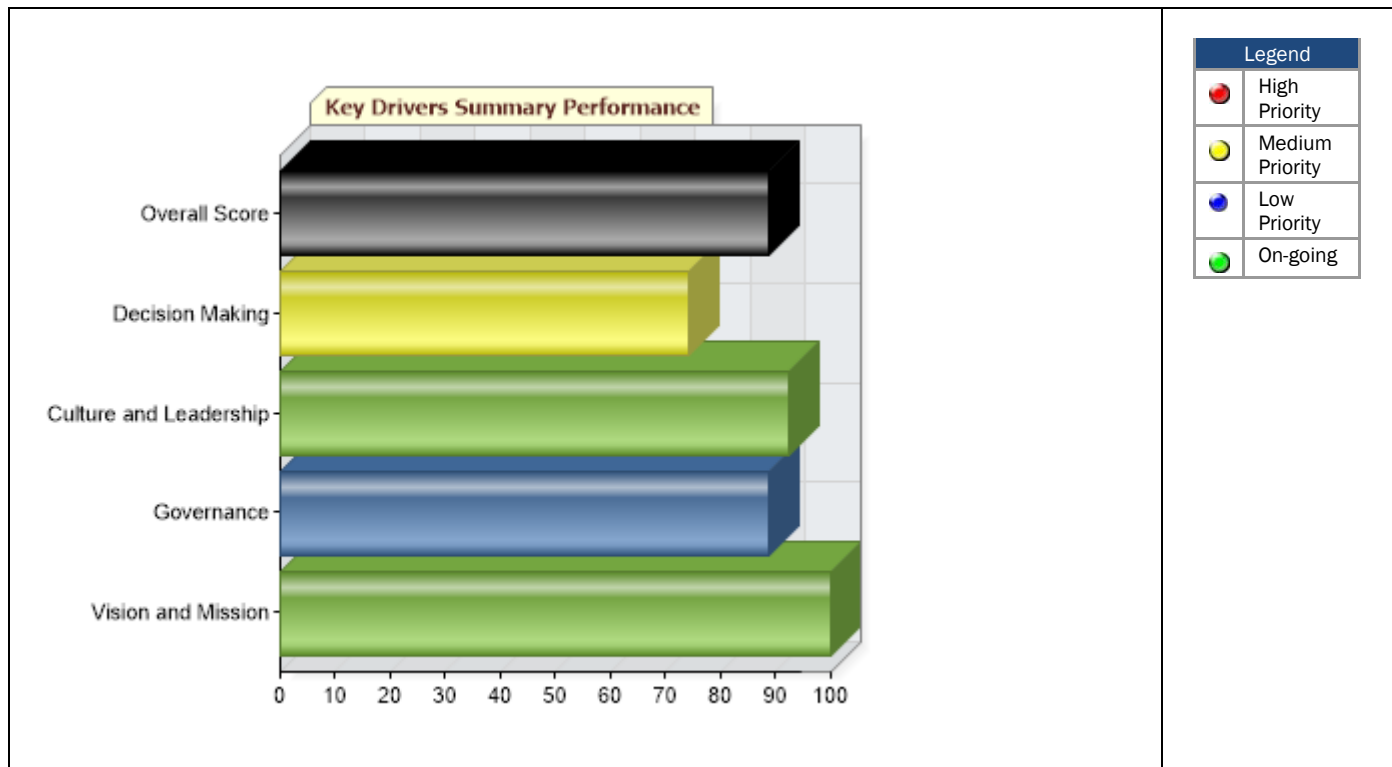


Fig 2. Key Drivers Summary Performance

5 Feedback on Key Driver Priorities

 High Priority

 Medium Priority

Decision Making

For a club to understand the value of its products and services and to inform decision making across the organisation there must be clear evidence that underpins this process. This information can then be used in the development, delivery, improvement and promotion of the club.

Resource(s):

http://ausport.gov.au/supporting/clubs/decision_making

 Low Priority

Governance

Governance is the system by which organisations are directed and managed. It is becoming increasingly important to ensure that the governance structures in place are effective in order to run a successful club. Governance concerns three key issues:

- how an organisation develops strategic goals and direction
- how the board of an organisation monitors the performance of the organisation to ensure it achieves these strategic goals, has effective systems in place and complies with its legal and regulatory obligations
- ensuring that the board acts in the best interests of the members.

To operate most effectively, the Board should:

- Understand its roles and responsibilities, as individuals, Board Members and as a Board.
- Try to attract quality people, and have a plan for how it will do this. It is then important to try to retain them by providing them with development opportunities
- Meet regularly enough to perform its roles and responsibilities.
- Operate under a regularly reviewed constitution that is up-to-date and does not impede the organisation from operating effectively and the Board from fulfilling its roles and responsibilities.
- Ensure that only the most important matters and powers are contained in the constitution, with the remainder to be set out in regularly reviewed policies and by-laws.

Please see the resource links that will provide you with assistance and templates of constitutions, by-laws and policies. There are also plenty of tips on how to run successful meetings, how to produce board PD's and how to run an effective committee. Your AFL Regional Manager is also willing to come out and assist you with this area.

A key part of governance is ensuring the club maintains a healthy financial operation. A club's board should ensure adequate controls and reporting systems are in place to understand and monitor the club's operations, risks and finances. All management activities in a football club should aim to adopt best practices in financial management.

Resource(s):

<http://www.aflcommunityclub.com.au/index.php?id=216>

<http://www.aflcommunityclub.com.au/index.php?id=68>

http://aflcommunity.com.au/fileadmin/user_upload/Manage_Your_Club/3_Club_Management_Program/Financial_Management.pdf

<http://www.clubhelp.org.au/governance/constitution>

http://www.ourcommunity.com.au/financial/financial_main.jsp



On-going Priority

Vision and Mission

All clubs should ask the fundamental question of why they exist. The answer to this forms the basis of their mission statement. Once you have established a clear understanding of your purpose you can then generate a strong vision of what the club wants to become in the future and a plan to get you there. Planning is the key to the future success and viability of all football clubs no matter their level, activity or size. It allows clubs to be proactive rather than reactive and provides a platform to exert more control over its destiny. Many clubs do not plan to fail but this is exactly what can happen if they fail to plan. Your AFL Regional Office are very willing to assist you with this process and are willing to send staff out to help you in the process. It is clear that you don't

have to reinvent the wheel with a totally new plan. Utilise plans and resources that currently exist by tailoring them to your club's needs.

Resource(s):

<http://www.aflcommunityclub.com.au/index.php?id=211>

<http://www.aflcommunityclub.com.au/index.php?id=213>

[http://aflcommunity.com.au/fileadmin/user_upload/Manage_Your_Club/3. Club Management Program/Planning.pdf](http://aflcommunity.com.au/fileadmin/user_upload/Manage_Your_Club/3_Club_Management_Program/Planning.pdf)

<http://ausport.gov.au/supporting/clubs/governance/planning>

Culture and Leadership

Culture in the context of your club refers to the character of its operating 'climate' and collective 'personality'. This is shaped by its core values, beliefs, principles, traditions, ingrained behaviours, communication, practices, and style of operation. The culture is driven by the leaders of the club who set the core values and then the standards and behaviours or what is acceptable and what is not, this defines for the club 'how we do things'.

People are the most important ingredient in order to run a successful football club. If you are fortunate to have people with a good mix of skills and passion for the club then keeping them involved becomes a priority. Also finding the next group of administrators who can succeed your current group is also a challenge.

One definition of club culture is 'the behaviours that are acceptable by the members of a club'. When we talk of 'strong' club culture that generally means that clubs are clear on acceptable behaviours and enforce the standards. An individual's experience of a club will be determined by the actions and behaviours of those around them - coaches, officials, parents, spectators, volunteers etc. Your Club Code of Conduct will provide club members with a clear guide on the club's expectations of the types of behaviours that are acceptable. If clubs are serious about their culture they need to develop codes of conducts. The AFL community website provides great examples of codes for administrators, parents, players and coaches. There is a great manual on 'AFL Kids First' which is fantastic for Junior clubs. Be clear that there also needs to be processes in place to deal with complaints or conflict, including disciplinary procedures. These should be reflected in your club's constitution or manual. A key component of a club's culture is the respect given to women. The responsibility for each player or club member is to ensure that all women at all levels feel part of a safe and inclusive environment. It is a good idea to have a statement of intent in this regard but most importantly, there is a requirement for education amongst players and officials. A test often asked of player is 'Would you want your mother/sister/partner exposed to certain behaviours when you are deciding on whether a behaviour is acceptable or not. The AFL Respect and Responsibility program is accessible on the AFL community link below. The AFL has been a leader on discrimination policies in our code. It is important that you as a club are clear on your responsibilities. The benefits to your club of adopting a Racial & Religious Tolerance Policy are many and are outlined on the below link.

Our game recognises the important and difficult job that our umpires play for our code. Clubs play an important role at all levels to ensure they are afforded the necessary respect. Many clubs are often defined by the respect and environment that they create for umpires to operate in.

Resource(s):

<http://www.aflcommunityclub.com.au/index.php?id=221>

<http://www.aflcommunityclub.com.au/index.php?id=750>

6 Critical Success Factors Summary Performance

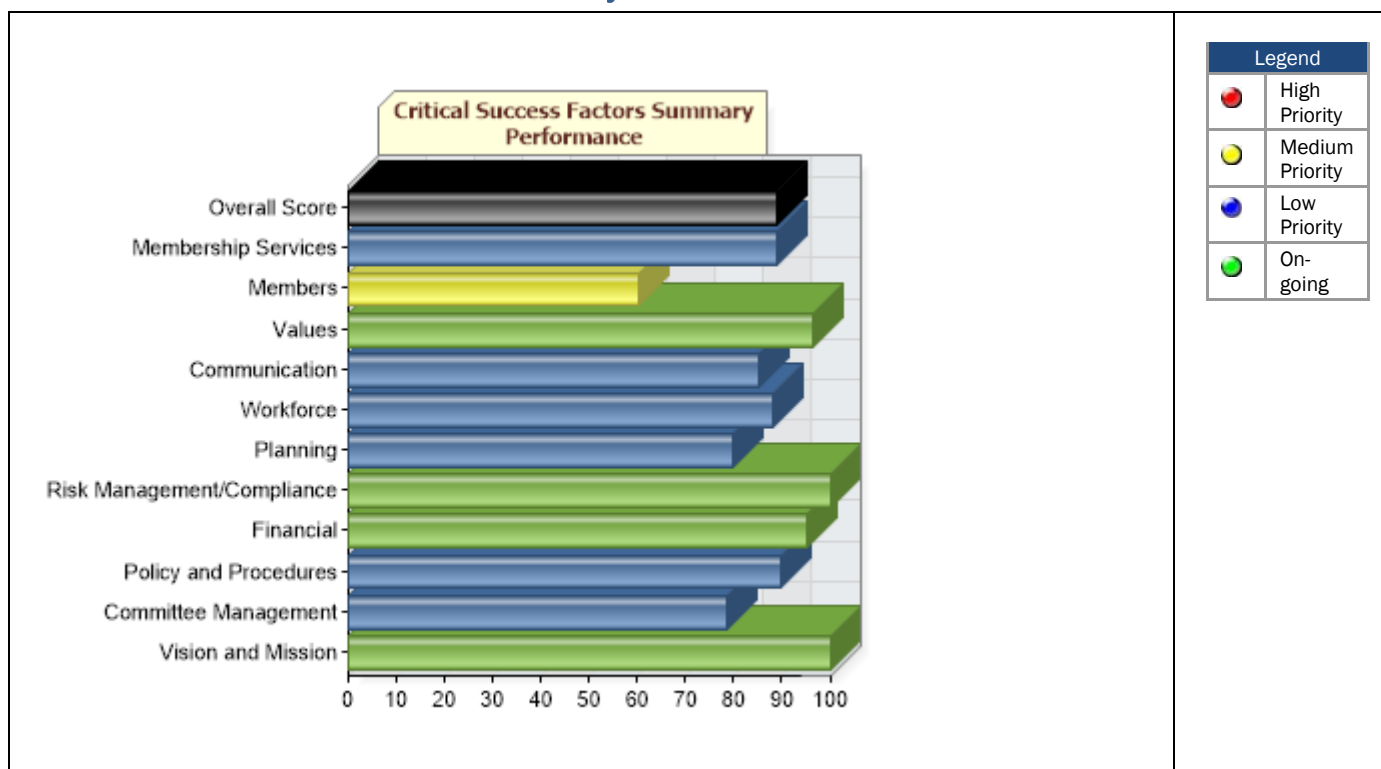


Fig 3. Critical Success Factors Summary Performance (Bar Graph)


7 Feedback on Critical Success Factor Priorities

Below is a list of areas which have been identified as requiring attention including relevant resources to assist development. Use this information to guide committee discussion and planning to achieve higher scores across these areas and progress through the Club Rating model:

Priority	Best Practice
Vision and Mission	
●	<p>A Mission or purpose statement is a brief statement explaining the purpose of your club and why it exists. An example may be 'to promote football as an enjoyable, healthy sport for people of all ages and ability levels in our community'</p> <p>A vision statement should illustrate what the club wants to become in the future. An example could be 'Our vision is to be recognised as the club most connected to our community in our region'</p> <p>It is important that whatever vision and mission is developed, it reflects the aspirations of the stakeholders. A quick test of a good mission statement is to ask:</p> <ul style="list-style-type: none"> • Does it describe a purpose for the organisation? • Does it capture the culture of the organisation? • Does it describe the strategic positioning of the organisation? • Is it easy to read? • Is it general enough to adapt to ongoing changes, yet specific enough to impact on the behaviour of the organisation's people? <p>If you require help with this aspect of your club please contact your AFL Regional Office.</p>
Resource(s)	

http://www.ausport.gov.au/supporting/clubs/vision_and_mission


Committee Management

-  To operate most effectively, the board should:
- Understand its roles and responsibilities, as individuals, Board Members and as a Board.
 - Attract quality people, and have a plan for how it will do this.
 - Retain quality people by providing development opportunities.
 - Meet regularly enough to perform its roles and responsibilities.
 - Operate under a regularly reviewed constitution that is up-to-date and does not impede the organisation from operating effectively and the Board from fulfilling its roles and responsibilities.
 - Ensure that only the most important matters and powers are contained in the constitution, with the remainder to be set out in regularly reviewed policies and by-laws.

Resource(s)

http://www.ausport.gov.au/supporting/clubs/governance/committee_management
<http://www.aflcommunityclub.com.au/index.php?id=221>


Policy and Procedures


-  As a leading sporting club in your community you need to have a basic set of policies and procedures to help guide decision making and provide transparency. The AFL has drafted policies on a whole range of issues relevant to your club. These can be found on the resource links and include codes of conduct, alcohol policies, Parent responsibilities, member's protection, heat and lightning policies and many other relevant policies that you should be aware of. Most of these can be re-drafted or directly taken from these sites. The combination of these policies applied to activities at your club will also assist in dealing with certain risk management issues as many policies outline preventative measures to the issues addressed.
- Once policies are in place it is important that they are regularly reviewed and updated where needed. If the policy is an adopted one from the AFL please ensure that the policy is the most recent one.
- Policies are only as good as the people who use them; the most common mistake made by organisations is not actively referring to their policy to guide decisions. The club should ensure that all committee members and club members are aware of the relevant policies that impact on their participation.

Resource(s)

<http://www.aflcommunityclub.com.au/index.php?id=211>

Financial

-  Managing the finances of a football club can be a complex operation. Clearly, the sustainability of the club involves maintaining a healthy financial operation. A club's board should ensure adequate controls and reporting systems are in place to understand and monitor the club's operations, risks and finances. All management activities in a football club should aim to adopt best practices in financial management. The size and complexity of a club will influence what is finally put in place. The following are necessary:
- Constitutional requirement for an annual financial report
 - A suitably trained treasurer
 - Appropriate accounting system e.g. cash book/ ledgers/ journal
 - Existence of approved bank accounts


	<ul style="list-style-type: none"> • Cheque signing authorities - at least three registered with two signatories required at all times • Set reporting practices for the management committee - standing agenda item for finance • Asset register and management of assets • Auditor • Adopt an annual budget <p>If your revenue streams are reliant on one major source then this is a risk that must be addressed. Are there opportunities to diversify your revenue and minimise the damage if your major source of revenue is withdrawn.</p> <p>All clubs are very aware of the need to generate funds to run their clubs. There are a range of ways and methods to do this. Apart from gate receipts, 4 of the most common methods are:</p> <ul style="list-style-type: none"> • Grants (TIP: grants are linked to specific outcomes) • Sponsorship/Partnerships (TIP: This is not just a hand-out, it is based on mutual gain) • Fundraising Activities (TIP: Knowing what the money is for helps, look for ways to attract external \$'s) • Donations/Philanthropic Trusts (TIP: Identify a worthy cause, may need to link with a charitable organisation for best results) <p>The resource links provide you with some useful tips on how to go about organising this important component of the club. Clubs throughout Australia have provided a range of innovative methods to bring money into their clubs.</p> <p>Please read the links provided for further information on all important financial topics. Please also feel free to contact your AFL Regional Office to discuss any financial plans for the future.</p>
Resource(s)	
<p>http://www.aflcommunityclub.com.au/index.php?id=216 http://www.aflcommunityclub.com.au/fileadmin/user_upload/Manage_Your_Club/3. Club Management Program/7. Finance/Financial Management.pdf http://www.clubhelp.org.au/fundraising http://aflcommunity.com.au/fileadmin/user_upload/Manage_Your_Club/3. Club Management Program/Community Partnerships.pdf http://www.ausport.gov.au/supporting/clubs/resource_library/starting_a_club/fundraising</p>	
Risk Management/Compliance	
	<p>As part of the organisation's risk management process at the committee management level, it should be aware of the environment that it is operating in. The process of determining risk, carried out through various risk assessments should include looking at the clubs:</p> <ol style="list-style-type: none"> a. Rules b. Regulations c. Legislation <p>By carrying out this type of risk assessment your club will then have a working understanding of how decisions impact on;</p> <ol style="list-style-type: none"> a. Sources of risk; b. When and where the risk could happen; c. The effect of the risk on the organisation's objectives;

	<p>d. Who might be impacted?</p> <p>When analysing the risks identified by the assessment the committee should consider the likelihood and consequences of the risk happening. By doing so they can then evaluate the risks to determine;</p> <ol style="list-style-type: none"> What is the organisation's risk tolerance, high or low? Can the risk be dealt with? Is it tolerable or intolerable? <p>Once these factors have been determined by the committee it should then decide how it will deal with the risks by either;</p> <ol style="list-style-type: none"> Avoiding the risk Taking the risk Minimising the risk <p>These actions should also include strategies such as removing the source of the risk or assess the costs and benefits of dealing with the risk.</p> <p>Risk management is not just confined to committee decisions but should be a part of the clubs normal activities when delivering the sport at all levels. As a result the committee should also be aware of any flow-on effect from decisions when assessing risk i.e. a cut in budget could have a risk outcome for the running of competitions or training.</p>
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Resource(s)

<http://www.ausport.gov.au/supporting/clubs/governance/compliance>
<http://www.aflcommunityclub.com.au/index.php?id=211>

Planning


	<p>Planning is the key to the future success and viability of all football clubs no matter their level, activity or size. It allows clubs to be proactive rather than reactive and provides a platform to exert more control over its destiny. Many clubs do not plan to fail but this is exactly what can happen if they fail to plan. Your AFL Regional Office are very willing to assist you with this process and are willing to send staff out to help you in the process. It is clear that you don't have to reinvent the wheel with a totally new plan. Utilise plans and resources that currently exist by tailoring them to your club's needs. In general a club plan incorporates:</p> <ul style="list-style-type: none"> • Vision and/or mission statement • Core business areas of the organisation • Goals/objectives related to these business areas for the period of the plan • Strategies/tasks to be undertaken to achieve the goals/objectives • Timelines for the completion of those strategies/tasks • Resource implications, i.e. what will it cost in people and monetary terms? • Performance indicators i.e. how will you know when the strategy/task is completed in line with expectations? • Priorities for action i.e. what should be undertaken in year one, what in year two, what in year three, etc? <p>All the tasks that need to be achieved within the following 12 month period can be separated out of the club plan and placed into a separate document called an operational plan, i.e. those priorities for action over the next 12 months. Inclusive planning is more than just consultation. It is an approach that suggests those involved in providing input should also take some responsibility and ownership for the plan and its delivery. Successful planning is often characterized by its collaborative nature. Involvement and promoting buy in by all stakeholders is vital for success. It is also essential that the plan should be reviewed regularly to monitor your progress and make any necessary</p>
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modifications. The planning meeting should be a regular feature of your club's calendar. Please see the below links for great tips on planning processes. Your AFL Regional Office can work with you on your plan for your club's future.

Resource(s)

<http://www.aflcommunityclub.com.au/index.php?id=213>
<http://ausport.gov.au/supporting/clubs/governance/planning>
[http://aflcommunity.com.au/fileadmin/user_upload/Manage_Your_Club/3. Club Management Program/Planning.pdf](http://aflcommunity.com.au/fileadmin/user_upload/Manage_Your_Club/3_Club_Management_Program/Planning.pdf)

Workforce

 People are the most important ingredient in order to run a successful football club. If you are fortunate to have people with a good mix of skills and passion for the club then keeping them involved becomes a priority. Also finding the next group of administrators who can succeed your current group is also a challenge. Some clubs may also look to employ a paid member of staff. If you are in a fortunate position to do this the challenges will still remain. The club's culture may change when employing a paid staff member, so any employment changes should be carefully considered and planned. If not managed appropriately, the employment of people can result in disgruntled volunteers who may feel their role has been reduced or taken away. Alternatively, volunteers may see that their contribution is no longer required and what was previously the role of a collective volunteer workforce has become the role of a single person

It is important that you consider the mix of roles that are required for a club to be successful. Ideally, you have a range of volunteers that can share the roles that are required. However, this is usually not the case so it is important that the main roles are filled and that clear job descriptions are produced so that everyone is clear on the role that they must play. Clearly roles such as the chairman, treasurer, secretary and Senior coach are imperative. But roles such as a coaching coordinator or a volunteer manager are also becoming pivotal to club success. Sometimes these roles are incorporated in other more traditional roles. Note that it is important to ensure that staff and volunteers are provided with the necessary training on starting in their roles and with ongoing support to ensure they are able to do their job. Documented role descriptions and good induction processes will also avoid volunteers being left to their own devices and not having the appropriate understanding, skills or confidence to deliver what is required of them. Your AFL Regional Office can assist in the up skilling of your volunteer or paid staff. In the end most staff at football clubs are volunteers and it is essential that their input is recognised and rewarded. Look for ways to upskill them and keep them interested. Take every opportunity (formal and informal) to let them know when they are doing a good job.

The number of sport and recreation volunteers has remained steady over recent years, but the way they volunteer has changed. With today's busy lifestyles, people prefer to volunteer for shorter periods on single or limited projects. They want a fulfilling experience and for someone to thank them for their efforts. It is important to find ways to support volunteers. Having clear job descriptions is one of these ways. Having an appointed volunteer manager who provides help and direction to people is another positive addition. Often this person may have this role as part of their board duties. In the end, the best way volunteers can be supported is by good communication. It's good practice for clubs to have systems in place to capture regular feedback from volunteers as well as processes for following up on any complaints or conflicts. It's also important that staff and volunteers are provided with the necessary training on starting in their roles and with ongoing support to ensure they are able to do their job.


It is advisable that Clubs have a Volunteer Management Program that is innovative and flexible so as to better meet the needs and expectations of the modern volunteer. Organisations must recognise the importance of its club volunteers and assist and support them to continue in their roles. This

may include supporting their professional development, offering volunteering incentives, rewarding your volunteers or offering role rotation. Many clubs will offer volunteer nights or provide small gifts as a gesture of recognition. Others may send staff on training courses or just remember to regularly and publicly express thanks. See the AFL community page to reward your volunteers by presenting them with AFL branded volunteer recognition certificates. This is only a small thing but it is a combination of these small things that helps make life for the volunteer all worthwhile.

Resource(s)



<http://www.aflcommunityclub.com.au/index.php?id=221>
<http://www.aflcommunityclub.com.au/index.php?id=281>
<http://www.aflcommunityclub.com.au/index.php?id=239>
[http://aflcommunity.com.au/fileadmin/user_upload/Manage_Your_Club/3. Club Management Program/Volunteer_management.pdf](http://aflcommunity.com.au/fileadmin/user_upload/Manage_Your_Club/3_Club_Management_Program/Volunteer_management.pdf)
<http://www.dsr.wa.gov.au/docs/default-source/file-clubs/file-club-roles/14-clubs-guide-to-volunteer-management-2011.pdf>
<https://www.orderlink.com.au/afl>


Communication

 Effective marketing and communication can attract members, sponsors, volunteers and funders. The more people who know about your club, the more opportunities that might come your club's way. Many clubs do a lot of good work but are poor at selling their stories or communicating amongst their members. Often the good news stories or the invitations to become part of the club don't reach the audiences that should be targeted. There are a number of ways to deliver these messages, including club networks and meetings, noticeboards, newsletters, emails, texts, faxes, media releases, local and community newspapers and radio, school newsletters, website posts, YouTube, Facebook, twitter, other community forums and event calendars etc. Having a club website and social media presence is a good start in initiating some of these messages however, it is important to try to keep the site up to date. Using a website to improve communication backfires if the "latest news" is months old, giving the impression that nothing is happening at the club. Some clubs have utilised students to assist them with keeping the website up to date. The key is for communication to be regular, in order to retain interaction with your members and stakeholders, but also to ensure your community is aware of your club and activities. Another important consideration is for the club to meet the needs of their customers, by understanding WHAT people want to know about, and the WHEN and HOW they want to receive that information. This is particularly important when needing to deliver messages to members about events, competitions, facilities or club announcements. This can be addressed by simply asking members, and it might be that some items may still be best addressed via annual club meetings (e.g. AGM, prize giving). With all that communication going on we should remember that communication is a two-way street. It is therefore critical that the club also has systems in place to capture regular feedback from members (e.g. players, coaches, officials, volunteers, committee members, supporters) as well as processes for following up on any complaints or conflicts.

There are a number of easy ways to facilitate feedback and satisfaction, including free online surveys from www.surveymonkey.com and feedback can be sought from a variety of members and on a variety of the club's operations, for example;

- How happy are you with the coaching?
- How would you rate the quality of the facilities?
- How satisfied are you with the club canteen food?
- What's the most important thing we need to improve at the club?



















	<ul style="list-style-type: none"> • How would you rate the club's stance on fair play? <p>Many clubs do a lot of good work but are poor at selling their stories or communicating amongst their members. Often the good news stories or the invitations to become part of the club don't reach the audiences that should be targeted. There are a number of ways to deliver these messages, including club networks and meetings, noticeboards, newsletters, emails, texts, faxes, media releases, local and community newspapers and radio, school newsletters, website posts, YouTube, Facebook, Twitter, other community forums and event calendars etc. Having a club website and social media presence is a good start in initiating some of these messages however, it is important to try to keep the site up to date. The key is for communication to be regular, in order to retain interaction with your members and stakeholders, but also to ensure your community is aware of your club and activities.</p> <p>Your AFL Regional Office would be happy to assist you with your communication plans. The list of resources is also useful in building communication plans.</p>
Resource(s)	
http://aflcommunity.com.au/index.php?id=259 http://www.ausport.gov.au/supporting/clubs/culture_and_leadership/communication	
Values	
	<p>Part of your plan is to be clear on the values that you stand for and the culture that you encourage. One definition of club culture is 'the behaviours that are acceptable by the members of a club'. When we talk of 'strong' club culture that generally means that clubs are clear on acceptable behaviours and enforce the standards. An individual's experience of a club will be determined by the actions and behaviours of those around them - coaches, officials, parents, spectators, volunteers etc. Your Club Code of Conduct will provide club members with a clear guide on the club's expectations of the types of behaviours that are acceptable. If clubs are serious about their culture they need to develop codes of conducts. The AFL community website provides great examples of codes for administrators, parents, players and coaches. There is a great manual on 'AFL Kids First' which is fantastic for your Junior clubs.</p>
Resource(s)	
http://www.aflcommunityclub.com.au/index.php?id=220 http://www.clubhelp.org.au/healthy-clubs http://www.dsr.wa.gov.au/clubs/developing-your-club/being-an-inclusive-club http://www.vichealth.vic.gov.au/Programs-and-Projects/Physical-Activity/Physical-activity-programs/Everyone-Wins.aspx http://www.playbytherules.net.au/	
Members	
	<p>As part of the clubs risk management, communication and marketing and strategic planning the committee should understand the rate at which it is growing. Understanding why people join, continue, or leave the club is vital information when developing the way the club operates. This information also feeds back to medium and long term financial planning, facilities planning and volunteer planning as it impacts on the clubs capacity to service its members. Aspects that should be considered include;</p> <ul style="list-style-type: none"> * how are you promoting your club? * are you talking to the right audience? * is the club offering the right services?

	what is the competition for the club? i.e. other clubs with similar programs
Resource(s)	
http://www.ausport.gov.au/supporting/clubs/decision_making/members	
Membership Services	
	<p>The members are clearly the most important asset that a football club has. For a club to attain sustainable success on and off the field it is imperative that you have a great system of developing players through from Auskick until they become a Senior player. For this to happen clubs must be heavily aligned to the pathways that will produce their future players. The best investment a senior club can make is to put resources and time into the junior programs that will reap them future players. It is important that clubs forge strong links between Senior clubs and their juniors as well as with the feeder schools in the area. Your AFL Regional Office is keen to work with you to ensure healthy, vibrant pathways.</p> <p>Once you have developed and recruited your list of players, it is important that planning goes into the education and support of the group. No doubt your Coach will spend much time on the on field development. It is just as important for players to develop their off field development. Many coaches will also understand the importance of this from a leadership perspective. The AFL have been leaders in running educational programs for players on a wide range of issues from alcohol consumption, drug taking, responsible driving and respecting females. These education programs and others help create a healthy and safe club environment. Players also need great assistance in the form of someone they can turn to in times of need. Unconditional support for players at difficult times in their lives can be life changing. Finding a welfare officer or a person with pastoral care skills can be a wonderful investment to your club. The other investment that is worth making is with a coaching coordinator who works with each of your coaches through the grades to ensure that there is a high standard of coaching throughout the club. Sometimes that person may be your Senior Coach but more often than not it is a separate person who has a strong coaching background. Their job is primarily to ensure consistency across the grades and to make sure that all coaches understand the skill and art of developing players. Often they must uphold standards of coaching across the board. A good positive coaching program at all levels will assist in retaining players throughout all grades particularly when they get to the more fragile 15-18 age group. Forward planning on the development, recruitment and retention of players will in the end decide the success of your club.</p>
Resource(s)	
<p>Pathways: http://www.aflcommunityclub.com.au/index.php?id=559&no_cache=1&sword_list%5B%5D=pathways</p> <p>AFL Club Coaching Coordinator Program: http://aflcommunity.com.au/index.php?id=1812</p> <p>Taking the Tackle (Respect Women) Facilitator Course: http://www.learningseat.com/servlet/ShopLearning?learningId=90192&categoryName=AFL+Taking+the+Tackle:+Respect+is+for+Everyone&companyId=aflcommunityclub</p> <p>AFL Illicit Drugs and Alcohol Course: http://www.learningseat.com/servlet/ShopLearning?learningId=83102&categoryName=AFL+Illicit+Drugs+and+Alcohol&companyId=aflcommunityclub</p>	

8 Summary of Priority Areas













Following is a table of all responses for your club. Outside of the Action Plan any area identified as a high priority should be considered by the committee as it may have an impact on the outcomes in the Action Plan.

Note: Questions highlighted in yellow correspond to your clubs Action Plan. Questions highlighted in bold text have been identified as the most critical questions for a club to score high in

Question		Response	Score
Vision and Mission			
Vision and Mission			
1.1	Our club understands why it exists and what it's trying to achieve	Yes	
1.2	Our club is guided by a stated vision	Yes	
Governance			
Committee Management			
2.1.1	Does your club regularly refer to the constitution to guide meetings, structures & processes?	Yes	
2.1.2	Does your club regularly review the constitution?	Yes	
2.1.3	Are your by-laws, policies and constitution separate?	Yes	
2.1.4	Do you believe the committee meets regularly enough to make decisions that achieve your desired outcomes?	Agree	
2.1.5	The club has a strategy to attract people on to the committee	Agree	
2.1.6	Committee members understand their roles and responsibilities	Agree	
2.1.7	How often does your club provide professional development opportunities in governance?	Occasionally	
Policy and Procedures			
2.2.1	To assist decision making does your club refer to a set of policies? If so, please select all those from the listed policies to confirm you have them in place.	Always	
2.2.1a	Smokefree	Yes	
2.2.1b	Respect and responsibility	Yes	
2.2.1c	Vilification and discrimination	Yes	
2.2.1d	Club code of conduct	Yes	
2.2.1e	Risk management	Yes	
2.2.1f	Financial delegation	Yes	
2.2.1g	Selection	No	
2.2.1h	Communications	Yes	

2.2.1i	Committee procedure	Yes	
2.2.1j	Member protection	Yes	
2.2.1k	Judicial and dispute resolution	Yes	
2.2.3	How often does your club committee review its policies to ensure they are current?	Every 2 Years	
Financial			
2.3.1	The club compiles an annual budget when developing the plan for the year.	Always	
2.3.2	The club monitors progress against the budgets	Always	
2.3.2a	The club uses an accounting package to record financial transactions	Always	
2.3.3	How would you rate you club's current financial health?	Strong	
2.3.4	Other than membership does your club receive more than 40% of its revenue from a single source? If so, which	No	
2.3.5	Does your club provide an annual report with a complete set of financial statements to members at an AGM?	Yes	
2.3.6	The club runs their home match days with efficiency and effectiveness and completes a match day check list for the insurer.	Agree	
Risk Management/Compliance			
2.4.1	Our Club complies with all rules regulations and legislation	Definitely	
2.4.2	Our club manages and maintains facilities to a high standard	Definitely	
2.4.2a	Does your club have public liability insurance?	Yes	
2.4.2b	Does your club have professional indemnity insurance for committee members?	Yes	
2.4.3	Does your club have personal injury insurance for athletes?	Yes	
2.4.5	When you provide food and drink is your club fully aware of the compliance regulations in accordance with the appropriate authority?	Definitely	
2.4.6	Does your club comply with Working with Children legislation?	Yes	
Planning			
2.5.1	How would you describe your club's planning?	Medium Term (2-3 yrs)	
2.5.2	Key stakeholders are actively consulted and involved in developing the goals we are trying to achieve	Mostly	
2.5.2a	Has your Club implemented a Disability Action Plan?	Yes	
2.5.3	The facility you use has the capacity to support your club's growth?	Agree	
2.5.4	The club committee regularly reviews the club's performance against a plan.	Agree	

Workforce			
2.6.1	We often have to find new volunteers for key roles in the club	Rarely	
2.6.2	The club has strategies that target people with specific skills for volunteer positions	Agree	
2.6.3	Does your club appoint a Volunteer Coordinator to manage and allocate volunteers across the club?	Definitely	
2.6.4	Does your club allocate responsibilities for volunteers in a flexible way that caters to the needs of the volunteer workforce?	Definitely	
2.6.5	Does your club provide regular feedback on performance to volunteers with the purpose of identifying professional development opportunities?	Occasionally	
2.6.6	How often does your club provide professional development opportunities for coaches and officials?	Frequently	
2.6.7	How often does your club provide professional development opportunities for people who run the club?	Frequently	
2.6.8	Are all your Coaches accredited?	Yes	
2.6.9	Are any of your Coaches Level 2 accredited?	Yes	
2.6.10	Do you have an accredited trainer or medical officer in place at each game in accordance with league requirements?	Yes	
2.6.11	Does your club have a Football Manager (generally more applicable to senior clubs)?	Yes	
2.6.12	Does your Club have a Coaching Co-ordinator?	Yes	
2.6.13	Does your Club have a Risk Management Officer?	Yes	
Culture and Leadership			
Communication			
3.1.1	Our club provides opportunities for members to give regular feedback	Occasionally	
3.1.2	Our club uses a targeted communication plan when promoting itself	Frequently	
3.1.3	Our club is engaged within our sport and the community	Always	
3.1.4	Does your club have a website?	Yes	
3.1.5	How effective is your club at using social media tools to communicate to the community?	Very effective	
Values			
3.2.1	Our club is actively engaged in strategies to attract diversity in its membership.	Agree	
3.2.2	Our club provides a safe environment for members and the community	Strongly Agree	
3.2.3	Our club positively manages behaviour and promotes fair play	Strongly Agree	

3.2.4	Does your club have at least one program designed to benefit players outside of football?	Yes	
3.2.5	Does your club have at least one program designed to have a positive impact on the community?	Yes	
3.2.6	Does your club have an initiative to recognise volunteers?	Yes	
3.2.7	Does your club have an initiative to recognise umpires?	Yes	
3.2.8	Does your club run education programs for your players such as responsible consumption of alcohol, drug awareness, responsible driving, taking the tackle etc.?	Yes	
3.2.9	Does your club implement education programs for your parents on the philosophy behind junior football (Kids First) etc.?	Yes	
Decision Making			
Members			
4.1.1	What percentage of your members have not re-joined from last season?	0-10	
4.1.2	What percentage of your members have joined as new members?	9-0	
4.1.3	Do you collect information from members to understand why they are not rejoining?	Always	
Membership Services			
4.2.1	Our club records membership information within the National Membership Database (i.e. Footyweb)	Agree	
4.2.2	Your club has access to allow members to manage their own registration and details securely online	Yes	
4.2.3	Club members can pay fees online	Yes	

Quality Club Criteria		
Question		Response
2.6.8	All Coaches are accredited	Yes
2.6.10	All Trainers are accredited	Yes
2.4.6	Compliant with Working with Children Legislation	Yes
2.4.5	Compliant with Food Safety Handling Regulations	Definitely
2.4.4	Compliant with liquor licence Regulations	Not Applicable
2.2.1a	Adopted a Smoke-free Policy	Yes
2.2.1b	Supports the AFL's Respect & Responsibility Program	Yes
2.2.1c	Adopted a Vilification & Discrimination Policy	Yes
3.2.7	Implements initiatives to support Umpires	Yes
2.3.1	Adopted a written and approved annual Club Budget	Always
2.2.1d	Adopted a Club Code of Conduct	Yes
2.3.6	Completes Match-day Checklists	Agree
Gold Quality Club Criteria (all the above plus)		
Question		Response
2.6.9	Has a Level 2 accredited coach	Yes
2.5.2a	Adopted a Disability Action Plan	Yes
2.3.5	Produces an annual report and presents a complete set of financial statements at the club's AGM	Yes
3.2.4	Runs programs/activities to benefit our players outside of football	Yes
3.2.5	Runs programs/activities that have a positive impact on the community	Yes
2.6.11	Appointed a Football Manager (senior clubs)	Yes
2.6.12	Appointed a Coaches Coordinator (junior clubs)	Yes
2.6.3	Appointed a Volunteers Coordinator	Definitely
2.6.13	Appointed a Risk Management Officer	Yes
2.2.1e	Adopted a Risk Management Policy	Yes
2.5.4	Developed and implemented a Strategic Plan	Agree
3.2.8	Participates in education programs for players	Yes
3.2.9	Participates in education programs for parents	Yes
3.1.4	Has a club website	Yes
3.2.6	Implements a Volunteer Recognition Program	Yes

AFL Victoria Child Safe Standards

Priority Steps for all Affiliates – December 2016

The Child Safe Standards (CSS) are an important addition to Victorian legislation to ensure children feel safe and are protected from harm in all organisations. It is everyone's responsibility to ensure this is the case. The CSS include the introduction of compulsory, minimum standards for all organisations in the State that work with children. More information can be found at the Commission for Children & Young People (CCYP) website.

The following are recommended initial steps from AFL Victoria for its Affiliates and Programs to assist in adopting the Child Safe Standards.

The AFL & AFL Victoria will be providing all Affiliates with further documents and templates to ensure these Standards are adopted across all areas of Football in Victoria. These will be developed in the early part of 2017, and will be distributed to all once complete.

The following are initial steps which can be put in place by Affiliates in the interim:

1. Working with Children Checks (WWCC)

AFL Victoria WWCC guidelines state that all who are working unsupervised with children under 18 years of age should have a current WWCC. These guidelines remain current and should be the guide for all who are working with children in any AFL Victoria Affiliate. Any person who is going to be involved in overnight camps with children (i.e. pre-season camps) must also have a current WWCC. All who are working with children in any AFL Victoria Affiliate should ensure that they list their Club or NAB Auskick Centre as an employer on the WWCC website. This can be simply done by logging into the below website and including the Club/Centre details: <https://online.justice.vic.gov.au/wwccu/login.doj?next=vtecheck>

It is the responsibility of all Centres/Clubs/Leagues to establish a register of each WWCC for all who will be working with children within your programs.

2. Child Safety Officer

Each AFL Victoria Affiliate is required to nominate a Child Safety Officer who would be the initial point of contact for any report. The position of Child Safety Officer needs to be communicated to all members of the Affiliate, with a particular emphasis on children being made aware of what the person is there for i.e. someone to speak to if a child is feeling unsafe.

3. Reporting Procedure

It is the responsibility of the Centre/Club/League to communicate the reporting procedure to all members of the Affiliate with any reports to be dealt with as below:

- a. Any reports of child abuse are to be made to the Child Safety Officer (CSO). CSO to report to Police if there is any report of sexual or physical abuse of a child. Child Safety Officer to stay in contact with reporter and alleged victim to provide support.
- b. Child Safety Officer to communicate to Affiliate Manager. Detailed written report must be recorded and stored, including Who, What, When, Where & Why the incident is of concern.
- c. Affiliate Manager to report to higher level AFL Victoria Management if necessary i.e. if report was communicated to the Police or is of significance to higher level management.
- d. Alleged perpetrator (if a member of staff or volunteer) to be reassigned to other duties until investigations completed.
- e. If alleged perpetrator is a member of staff or volunteer, local or AFL Victoria independent investigation to take place. Approval of investigation process from higher level AFL Victoria Management required.

4. Social Media Use

Affiliates need to adopt the AFL Victoria Social Media Guidelines for all communication with children within the Organisation. These guidelines would be in addition to any Cyber Safety Policies which Leagues and Affiliates have in place currently and not replace local Cyber Safety Policies.

- a. No adult in a role working with children in an AFL Victoria Affiliate should engage in individual social friendships with children from the Club/Program/NAB Auskick Centre on personal social media sites.
- b. Multiple adults, including Club President, Senior Manager or Centre Coordinator, should be part of the contact list and included in any social media communication with children from, or on behalf of the Centre/Club, or regarding Centre/Club details.
- c. When setting up a social media platform connected with any club or individual team within the club, an administrator should be appointed as someone who will check on the status of posts and comments.
- d. Confidentiality is important, permission must be obtained from parents for any use of a child's name or photo to be used in any postings, this is particularly important in case of any custody issues or privacy required.

5. Recruitment Processes

Child Safe Standards are integral in any appointment to an AFL Victoria Affiliate which is providing football for players under 18 years of age. CSS should be addressed for appointments to positions where the person will be working directly with children, and the processes used for appointments need to include clear steps that are addressing the requirements of the Child Safe Standards.

The following steps are provided by AFL Victoria as the minimum which the Affiliate must undertake to appoint people. Each Centre/Club/League will have current position selection criteria relevant to the role to be filled, and the statement that AFL Victoria and the relevant Centre/Club/League is a Child Safe Organisation needs to be included in this. A detailed position description, including reference to the commitment of the club to Child Safe Standards (AFL National Child Safety Policy) should be made available to all potential applicants for the identified roles.

All positions which are going to have people working with children within Centres/Clubs/Leagues should include a formal application process which requires a written application including the following details:

- Contact details for two referees relevant to the role which is being applied for.
- Proof of a current or evidence of application for a Working With Children Check.
- WWCC number (if currently held) and alignment of the card to the Centre/Club/League

A formal interview process should be undertaken for roles identified as directly involving work with children, including within this, interview questions identifying:


- Why the person wishes to work with children?
- The candidate's history of working with children and why they left previous positions?
- Create scenarios that might occur specific to the role where the person will need to interact with children, and question the applicant on how they would deal with the situation e.g.
 - How will they deal with a young participant whose behaviour was disruptive?
 - A team has played poorly, how will they address the team?
 - How will they use social media platforms in the role they are taking on?

Ensure that the applicant is aware that the referees will be contacted, and follow the process through to speak directly to the listed referees. If unable to be contacted, discuss alternates with the applicant.

A probation period during the initial stages of appointment may be part of these appointments. Such a probation period provides the NAB AFL Auskick Centre or Club with a mechanism to address any concerns that might arise after an appointment is made, and enables for the appointment to be terminated under the terms of the appointment. Probation review should be undertaken in accordance with what has been provided in the initial role description.

Map of addresses 2018

Addresses no doubles

 All items

