



Fitzroy Junior Football Club

STRATEGIC PLAN

2004 – 2007

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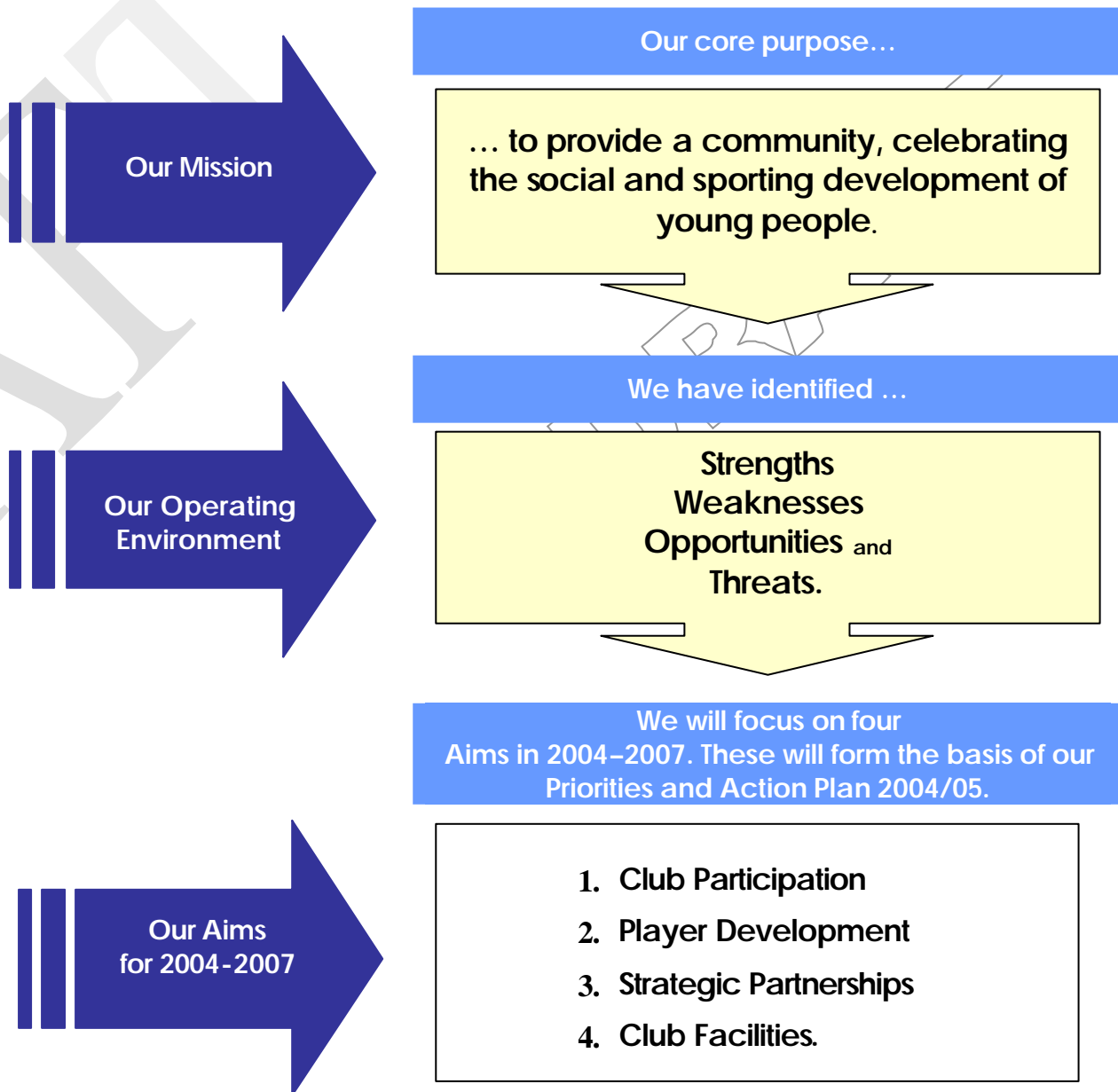
Action Plan 2004/05

THE STRATEGIC PLAN IN A NUTSHELL

The following strategic plan was developed at a workshop held on May 1st 2004. The workshop participants were representative of the age groups and activities undertaken by the Club.

The Plan outlines the **mission**, the **operating environment**, the **aims** for 2004-2007 and **priorities** for 2004/05. An **Action Plan** is provided for each of the priorities.

In a nutshell, our plan is...



Strengths and Weaknesses which will impact on the FJFC Plan

Strengths (To be continued in our strategic plan)	Weaknesses (To be overcome in our strategic plan)
<p><u>Club culture</u></p> <ul style="list-style-type: none"> ✓ Great place to play sport in a safe, supportive, non-discriminatory and enjoyable playing environment ✓ Has a playing culture of "enjoy the game", "not win at all costs" ✓ New players and parents feel welcome. ✓ Playing footy is about fun, participation and self esteem ✓ Making special efforts with disadvantaged kids ✓ Seeks to improve itself ✓ Generates interest and support ✓ Is different – not a boysy club ✓ Has not broken into factions ✓ Has high integrity in its management; well run <p><u>Player, family and community role</u></p> <ul style="list-style-type: none"> ✓ Provides football for many ✓ Provides a network for parents ✓ Strong community and player welfare focus ✓ Allows players to grow in teams ✓ Is independent (of a senior team and hence retains its focus) <p><u>Services and facilities</u></p> <ul style="list-style-type: none"> ✓ Good (not outstanding) facilities and equipment ✓ Web site ✓ Growth of operational and administration capacity of the club ✓ Growth of Club from small beginnings within a decade <p><u>Alliances</u></p> <ul style="list-style-type: none"> ✓ Making community links including with other sporting clubs (eg Fitzroy Reds) ✓ Works closely with Council. 	<p><u>Attraction of younger age group</u></p> <ul style="list-style-type: none"> × Communicating with/attracting younger age groups × The club could promote itself better. <p><u>Retaining older age group (ie succession planning)</u></p> <ul style="list-style-type: none"> × Keeping kids playing beyond under 13s × Player retention and player tracking when they leave × Identifying purpose for older age groups × Not adequate football operations focus on U15 & U17 × Promotion of junior players' through to senior ranks in Fitzroy Reds <p><u>Sponsorship and fundraising</u></p> <ul style="list-style-type: none"> × Getting sponsorships × Planning and running social events and fundraisers × Running canteens × Hasn't used its success as a footy club to broaden into a wider community resource – marshalling its parent group × Evening out its financial targets/goals <p><u>Player development</u></p> <ul style="list-style-type: none"> × "Elite" football player development × Hasn't a wall full of trophies (but has some) <p><u>Club communication</u></p> <ul style="list-style-type: none"> × Communication of Club policies to Team Managers and Coaches × Communication is an area that has had minor break downs at times <p><u>Services and facilities</u></p> <ul style="list-style-type: none"> × Upgrading the playing rooms it has available to it.

Opportunities and Threats which will influence the FJFC Plan

Opportunities (To be developed in our strategic plan)	Threats (To be avoided in our strategic plan)
<p><u>Sponsorship and fundraising</u></p> <ul style="list-style-type: none"> ☞ Greater sponsorship effort ☞ Better social activities planning and management. <p><u>Alliances</u></p> <ul style="list-style-type: none"> ☞ Forming an alliance with the bowling club or maybe getting all Edinburgh gardens clubs together to form one Fitzroy sporting club ☞ Closer ties with the Brisbane Lions and/or other AFL clubs, eg Carlton ☞ Closer ties with the Fitzroy Reds ☞ Auskick relationships ☞ Liaise "better" with co-users of shared facilities ☞ Have a say in policy making with-in our League(Governing Body) ☞ Build links with community groups in the Fitzroy area to support sports of all types and encourages self confidence and participation by the children of the area. <p><u>Recruitment</u></p> <ul style="list-style-type: none"> ☞ Recruitment and support from public housing estates ☞ Marketability of Fitzroy brand to achieve player recruitment, revenue & membership benefits ☞ Ensure it attracts parents interested in management to keep the club alive and growing <p><u>Services and facilities</u></p> <ul style="list-style-type: none"> ☞ Availability of Victoria Park post 2004 to compliment Brunswick Street Oval facility <p><u>Management and operations</u></p> <ul style="list-style-type: none"> ☞ Be clear of its objectives and stay focussed ☞ Availability of Fitzroy Reds expertise and resources in areas such as marketing and football operations. 	<p><u>Recruitment</u></p> <ul style="list-style-type: none"> ☞ Reduced numbers of kids playing football ☞ increased local competition (possibility of a new Collingwood Junior Football Club developing at Victoria Park) ☞ Loss of key players to opposition clubs and private school teams <p><u>Club culture</u></p> <ul style="list-style-type: none"> ☞ Management becomes elite and the participation based dwindles ☞ Becomes factional and fractured ☞ Management group factionalised /conflict ridden/not supporting Club culture ☞ Negative cliques ☞ Teams wanting to do their own thing ☞ Lack of parent interest in being on the Management Committee ☞ Loses its club ethos and independence (resulting in a loss of player and parent confidence) ☞ Moves too far from voluntary group into professional group ☞ People who don't share the same view/direction that the Club is taking <p><u>Finances</u></p> <ul style="list-style-type: none"> ☞ Financial risk if sponsorships not developed ☞ Loses its financial security.

AIMS and OBJECTIVES 2004-2007

PRIORITIES 2004/05

1. Club Participation

Objective: To optimise the participation of parents and the community in the running of the Club.

Issues for 2004-2007

- **Broad participation in the Club**, including
 - ✓ Clearly communicating the Club aims
 - ✓ Establish broad participation of parents
 - ✓ Maintain strong presence in public housing estates
- **Maintain high quality Club management**, including
 - ✓ Continually refreshing the management group
- **Further development of coaches**, including
 - ✓ Non-parent coached for all teams
- **Further development of team managers**
- **Develop administrative systems**
- **Attract resources to employ a social worker.**

Our Priorities for 2004/05 are:

- ✓ **Broad participation in the Club**
- ✓ **Maintain high quality Club management.**

AIMS and OBJECTIVES 2004-2007

PRIORITIES 2004/05

2. Player Development

Objective: To maximise player numbers and potential.

Issues for 2004-2007

- **Ensure player lists remain healthy**, including
 - ✓ Participation rates at all levels from induction to U 17s
 - ✓ Partnership with Auskick
 - ✓ Team building and participation rates after U 13s
 - ✓ Recruitment from public housing estates

- **Player skill development**

- **Internal marketing program.**

Our Priorities for 2004/05 are:

- ✓ **Ensure player lists remain healthy**
- ✓ **Player skill development.**

AIMS and OBJECTIVES 2004-2007

PRIORITIES 2004/05

3. Strategic Partnerships

Objective: To promote the position of the Club within the wider community.

Issues for 2004-2007

- **Football alliances**, including
 - ✓ Closer relationships with Fitzroy Reds FC
 - ✓ Closer relationships with local TAC Clubs
 - ✓ Direct links with Brisbane Lions or a Melbourne-based AFL Club
- **Funding alliances**, including
 - ✓ Sponsorship arrangements with local businesses
 - ✓ Community fundraising
- **Community alliances**, including
 - ✓ Partnerships with other sporting groups
 - ✓ Partnerships with non-sporting community groups
- **Government alliances**, including

Our Priorities for 2004/05 are:

- ✓ **Football alliances**
- ✓ **Funding alliances.**

AIMS and OBJECTIVES 2004-2007

PRIORITIES 2004/05

4. Club Facilities

Objective: To provide facilities to enhance participation and player development.

Issues for 2004-2007

- **Establish a permanent home base**, including
 - ✓ Secure Brunswick St Oval and clubrooms on a long-term tenure

- **Secure high quality player facilities**, including
 - ✓ Potential of Victoria Park to compliment Brunswick St Oval

Our Priorities for 2004/05 are:

- ✓ **Establish a permanent home base**
- ✓ **Secure high quality player facilities.**

ACTION PLAN 2004/05

1. Club Participation

Priorities 2004/05	Actions 2004/05	Driver/Timing
Broad participation in the Club	<ul style="list-style-type: none"> ▪ Communications with <ul style="list-style-type: none"> ↳ Parents ↳ Players ↳ Broader community ▪ Use of website ▪ Monthly newsletters ▪ Promote “big name” connections and community partnerships ▪ Establish strong media links. 	Committee of Management Team managers Coaches => ongoing Administration officer => ongoing Administration officer => ongoing Identify specific person => AGM '04 Committee of M'ment => ongoing
Maintain high quality Club management	<ul style="list-style-type: none"> ▪ Active search for new volunteers <ul style="list-style-type: none"> ↳ Focus on age groups 10-13 ▪ Advertise: website; newsletter; word of mouth; shoulder tapping <ul style="list-style-type: none"> ↳ Target gender, socio-economic and ethnic diversity ▪ Pre-recruit from Auskick parents. 	Committee of M'ment => AGM '04 Committee of M'ment => AGM '04 Target Auskick contact => AGM '04

Executive Health Management
Development Plan 2004-2009

ACTION PLAN 2004/05		
2. Player Development		
Priorities 2004/05	Actions 2004/05	Driver/Timing
Ensure player lists remain healthy	<ul style="list-style-type: none"> ▪ Build strong links with Auskick and schools ▪ Continue to strengthen relationship with Reds ▪ Identify reasons for high attrition in U 13/14s <ul style="list-style-type: none"> ↳ Develop strategy to respond ▪ Establish strong link at two public housing estates. 	<p>President & Football Dir. => Aug '04</p> <p>President & Football Dir. => Aug '04</p> <p>Target & develop plans => AGM '04</p> <p>Establish Working Group => AGM '04</p>
Player skill development	<ul style="list-style-type: none"> ▪ Working Party to outline stages of junior/sporting football development ▪ Monitor and evaluate each player ▪ Compile a data base and benchmarks. 	<p>Working Party (Coaching Director , Reds Football Director) => Dec '04</p> <p>Working Party => Off season '04</p> <p>Working Party => Ready for '05</p>

Executive Health Management
Development Plan 2004-2009

ACTION PLAN 2004/05		
3. Strategic Partnerships		
Priorities 2004/05	Actions 2004/05	Driver/Timing
Football alliances	<ul style="list-style-type: none"> ▪ Link with TAC Development Officer (football Victoria) ▪ Peer mentoring for coaches and players ▪ Explore ways of developing parallel relationships with AFL Club. 	Football Director (via sub committee) => ongoing Coaching Director => ongoing Expand C'ttee to include P.Hille as link => AGM '04
Funding alliances	<ul style="list-style-type: none"> ▪ Establish Sponsorship sub committee ▪ Develop and implement a sponsorship plan. 	Executive to set up => July '04 Sponsorship Plan implemented => AGM '04

Executive Health Management
Development Plan 2004-2009

ACTION PLAN 2004/05		
4. Club Facilities		
Priorities 2004/05	Actions 2004/05	Driver/Timing
Establish a permanent home base	<ul style="list-style-type: none"> ▪ Negotiate long term tenure ▪ Continue master plan ▪ Monitor ongoing maintenance at Brunswick St Oval. 	President => Dec '04 Committee of M'tment => ongoing Executive, ECC and Reds => ongoing
Secure high quality player facilities	<ul style="list-style-type: none"> ▪ Liaise directly with Auskick and CC re effectiveness of co-tenancy of RS and BSO ▪ Consider Victoria Park as an alternative facility, 	Football Director => AGM '04 Football Director & sub c'ttee => ongoing