

## One Club for Everyone 2018-2021



## Grovedale Football Netball Club's Vision is to be the

No. 1 Community Sporting Club of Choice

Known for its professional and inclusive culture, welcoming atmosphere and the way we respect and care for each other.

## We will achieve this by:

- ✓ Instilling "One Club for Everyone" as a core value
- ✓ Promoting our club's virtues internally and to the broader community
- ✓ Working hard to be competitive on court and on field
- ✓ Valuing and developing our volunteers
- ✓ Keeping in tune with the social issues that impact our people
- ✓ Managing our finances well and ensuring professional governance.

### **Our Core Values**

No matter what our club is faced with, our leadership will always be guided by our values of:

ONE CLUB working together towards a shared Vision

A WELCOMING PLACE being friendly to everyone we meet

**INCLUSION** being accessible, equitable and embracing diversity

**INTEGRITY** insisting on fairness, respect and good sporting behaviour

PASSION for the love of sport, our competitive spirit, and our community

**INNOVATION** keeping informed and seizing opportunities to improve.

### Introduction

'One Club for Everyone' 2018-2021 was developed by the Grovedale FNC Committee and section leaders (Planning Group) in consultation with members. A member survey was conducted to gather feedback and this was completed by 93 people from across the club.

A member forum was also conducted to engage members, test the Planning Group's thinking and to plan how people could contribute to the plan. With the support of an independent facilitator provided by Leisure Networks, the Planning Group considered the strategic priorities for the Tigers over the next 3 years.

### **Our Priorities**

### **One Club for Everyone**

Our club has broadened its focus over time to incorporate juniors, netball, and now female football. This brings new opportunities for our club but also calls for a whole of club focus. This strategic plan acknowledges the desire to achieve "One Club for Everyone", however it is recognised that this will need some structure / role updates, new thinking and changes to some of our current practices and norms.

## **Facility Development**

With increasing number of female participants at the club through our female football growth and netball, our key priority for the facility is unisex amenities which are female friendly. Major facility developments going forward will be enhanced by joint user group collaboration. The scope of this plan commences a whole of precinct viewpoint.

### **Volunteer Recruitment and Support**

Volunteers are the lifeline of our club, without which we could not operate. Every person associated with this club is expected to pitch in. There are one-off tasks, game day roles and roles where member skills can be put to work. Our plan is to appoint Volunteer Coordinators, make volunteering an expected norm, break down roles, develop task checklists, induct, recruit, and recognise volunteers to build a stronger volunteer base.

### **Diversifying Income**

To be a sustainable organisation we need to explore varied revenue sources and maximise what is going well. This will assist to keep fees affordable and allow us to provide the best service to players and members. Volunteer hours, although not costed in, are a significant intangible asset that we need to invest in.

### Netball

Grovedale Netball is well run, with advanced processes and documentation. This will assist in the development of whole of club documents e.g. handbook. The priorities for netball are volunteer recruitment, staying connected whilst away due to construction, and integration into "One Club".

### **Female Football**

As a relatively new introduction to the club, female football growth is exciting, however it also brings challenges re: allocation of facilities, resources, and developing gender equitable club practices. This requires leadership from the club committee in showcasing its value. E.g. Allocating resources, changing up fixturing, celebrating and talking up the total % of female players (netball and football) at the club.

### **Junior Football**

The strength of our club's junior football program is critical to whole of club success. The junior program brings large numbers, builds a base of future players, and is significant to total revenue. "One Club" focusses on excelling in junior senior interaction as well as transitioning players from junior to senior ranks successfully. Developing senior clinics, player, coach and Committee Member presence, dedicated social programs, support for junior coaches, dedicated meal nights etc. make it clear that our juniors are our future.

### **Senior Football**

One Club does not dilute the importance of the senior football section, but rather embraces it as the pinnacle destination and *look up to* for all Grovedale Football players. The priority now is to drive a culture of success through the entire squad. Driving excellence in coaching, commitment to fitness and best performance from every player is the key to being competitive on field.

## **Plan Implementation Suggestions**

To implement the plan, it is suggested that the Committee and relevant sub-committees:

- Prioritise strategy as an agenda item at meetings
- Make each other accountable for the actions defined in the plan
- Keep members informed of the progress against strategic objectives
- Review the plan on an annual basis, one month after the Annual General Meeting.

### **Planning Group Participants**

Name	Role	Name	Role
Simon Hose	Co-President	Michael Schulz	Co- President
Jo Forssman	Public Officer	Darrell Winter	Secretary
Chris Gibbs	Co Treasurer	Sue Kelly	Committee
Lisa Campi	Committee	Debbie Creighton	Secretary Netball
Maria Williams	Vice President	Amber Livingston	Junior Coordinator
	Netball		Netball
Roslyn Livingston	Senior Coordinator	Tracy Bull	Player Welfare
Kythie Fisher	Women's Footy Co -	Mark Brady	Jnr Football COM
	Coordinator		Jnr Cricket COM
Gregory Riddett	Resilience Coach		

### **GOING WELL**

- Welcoming club with a great culture
- Good social event calendar. Varied functions to suit everyone e.g. Family Day, Player Functions, Season Launch
- Introduction of Female Football 4 teams
- Senior player involvement in junior football and netball programs – Needs more of it though
- Incorporation of Auskick
- Player Induction and HR sessions
- Member Welfare support, policies and procedures
- Committee operations
- New apparel range
- Facility development new coaches box, moves toward female friendly amenities
- Inclusive club
- Sponsorship and sponsor engagement
- Relationship with Sports Club and Cricket Club

#### **OPPORTUNITIES**

- Facility Funding
- Female participation coaches, new teams, Female Auskick
- Tapping into new housing developments Villawood, Warralily
- Leveraging joint funding and initiatives using the
- Tapping into parent skill sets
- Closer links to the school and Sports Academy
- Including engagement for older adults in the community
- Working with AFL Barwon to run clinics in schools .to promote junior participation across the club

# THE CLUB STARTING POINT

### TO WORK ON

- Recruiting volunteers, clarity of roles and shared workload
- Ensuring volunteers are recognised
- Fostering the "One Club for Everyone" through better communication and support for all sections of the club
- Particular care for the small group of junior girl footballers
- Genuine emphasis and value of the junior base as the club's future.
   Building loyalty so that netball and football players stay
- Facility Development
- Developing a dispute resolution process
- Awareness of club policies and procedures
- Commitment and accountability of player groups
- Diversifying income streams review sponsorships
- Continued work in health and wellbeing

### THE PRIORITIES

- Communication Process
- Fostering One Club for Everyone
- Facility Development female friendly facilities
- Diversifying Income Streams sponsorship opportunities
- Volunteer Management System Coordinator, Task Lists, Online booking system, capturing member skill sets,

### **Priorities for Sections**

- Netball: Coaching Coordinator, documented process for recruitment and trials, role descriptions, appointment of sponsorship coordinator, volunteer recruitment strategy
- Junior Football: To consolidate numbers in all age groups, appoint a coaching coordinator, pathway for junior girls
- Senior Football: definition of leadership roles, review coaching, player hosts, develop a culture of success
- Female Football: Girls only Auskick, enhanced professionalism, coaching – a pathway approach, full teams

"One Club" Improving Internal Communication	Facility Development	Volunteer Management / Recruitment	Diversifying Income	Netball Strategies	Football Strategies
<ul> <li>Club Handbook</li> <li>TeamApp</li> <li>1 Club Facebook</li> <li>Joint Social Calendar</li> <li>Fees breakdown information for members</li> <li>Precinct Membership Overview</li> <li>Precinct Sponsorships</li> <li>Development of the Tiger's Brand as a whole club</li> <li>Committee Structure review</li> </ul>	<ul> <li>Exterior toilet clean</li> <li>1 pager about club strategy – advocacy</li> <li>Meet with Darren Cheeseman</li> <li>Undertake Female Amenities project</li> <li>Netball work with school to achieve: space for sponsor signs, roof on grandstand, scorer boxes</li> <li>Electronic Scoreboards for netball and football</li> </ul>	<ul> <li>Role tasks broken down – defined</li> <li>Member forum – combined jumper presentations. Take a Task</li> <li>Online booking system for canteen and meals</li> <li>Club Skills Register</li> </ul>	<ul> <li>Maximize Thursday meals</li> <li>Trail Saturday night meals with contractor</li> <li>Precinct approach</li> <li>Unity Petrol</li> <li>Australian Sports Foundation membership</li> <li>Increased social membership</li> <li>Increased venue hire</li> <li>New sponsorship opportunities</li> <li>Crowd Funding</li> <li>Past Players Alumni</li> </ul>	<ul> <li>Volunteer         Coordinator</li> <li>Sponsorship         Coordinator</li> <li>New and joint         sponsorships e.g.         female footy</li> <li>Defined processes –         recruiting/trials</li> <li>Role Descriptions         and Ops Task         Instructions for key         roles</li> <li>Volunteer training</li> <li>Enhanced         communication         through TeamApp</li> </ul>	<ul> <li>Coaching Coordinator to develop / support</li> <li>Junior</li> <li>Increased team numbers and players</li> <li>Clear player pathways</li> <li>Coaching Training</li> <li>Senior</li> <li>Recruiting Guidelines</li> <li>Leadership Roles</li> <li>Strengthen Pathway from Juniors - Seniors</li> <li>Development Squads</li> <li>Player Hosts</li> <li>Develop a culture of success</li> <li>Female Footy</li> <li>Female Facilities</li> <li>Girls Only Auskick</li> <li>Grow members</li> <li>Develop Female Coaches</li> <li>Stand-alone sponsors</li> </ul>

ProfessionalismEnhancedAccess to resources

Focus Area	Year 1 Completion By Start of 2019 Season	Year 2 Completion By Start of 2020 Season	Year 3 Completion By Start of 2021 Season
Improving Internal Communication – One Club	Membership process streamlined, fees information / breakdown for members Club Handbook developed Everyone on TeamApp – in Handbook, part of new player induction  1 Facebook Page with multiple administrators. Clear policy and process. Appointment of a lead to ensure a balanced feed.  Combined functions calendar Commence discussions about Brand Behaviours		Review how you have been going.  Establish new joint ventures.
Facility Development	Contract cleaning of exterior toilet facilities – establish how to maintain  Develop 1 Page Advocacy document re: females in the club – growth  Total numbers across all clubs.  Make a professional approach to Darren Cheeseman – match pledge  Netball Score Boxes Roof on Grandstand Space for netball sponsor signs	All year 1 goals complete  Football New Electronic Score Board – sponsor	Netball Electronic Scoreboards

Focus Area	Year 1 Completion By Start of 2019 Season	Year 2 Completion By Start of 2020 Season	Year 3 Completion By Start of 2021 Season
Volunteer Recruitment and Support	Appointment of a Volunteer Coordinator – Role Description  Task Instructions for key roles  Use TeamApp to recognise volunteers  Develop a handbook – includes where fees go, volunteer expectations, Trademark Behaviours	Tasks that need doing have been broken up and have a set of instructions  Volunteer Forum — 'Take a Task' at Combined Jumper presentation  Volunteer scheduling online — on new website  Commence process for developing a skills register. Call out TeamApp for needed skills. Part of club entry	Skill register for all members complete Review roles that have become large and work to break them down Volunteer Coordinator handover
Diversifying Income	Maximize Thursday night meals — each section have allocated nights across the season  Trial Saturday night meals with outsourced catering. Charge for kitchen, % on meals, employ bar  Ramp up promotion of the venue availability for functions, meetings, community groups  Look at Unity Petrol deal.  Promote social memberships	Saturday night meals in place Menu through TeamApp and Facebook  Look at Australian Sports Foundation — publicise to businesses, past members  Work with shared users jointly to establish a precinct sponsorship. What each would do for them.  Find Naming Rights Sponsors for functions, playing rounds, scoreboard  Sponsor satisfaction review.	Apply for SRV Grant to assist with uniform equip costs.  Establish a Crowd Funding activity  Identify if facility can be named by long term sponsor.

Focus Area	Year 1 Completion By Start of 2019 Season	Year 2 Completion By Start of 2020 Season	Year 3 Completion By Start of 2021 Season
Netball Priorities	Define process for player recruitment and trials. (Refer to Junior Handbook)  Support everyone onto Team App. Teach all age group leaders to use it  2 members of Netball Committee to be represented on the Club Committee  Review Role Descriptions and task instructions for key volunteer and Committee Roles  Develop a Volunteer recruitment strategy  Continue to build on the junior/senior development program	Appoint a Coaching Coordinator with clear role Implement volunteer recruitment strategy prior to season start. Provide training for volunteers. Appoint a Sponsorship Coordinator to work with other sections. Main sponsor in collaboration with female football. Electronic Scoreboards Continue to build on the junior/senior development program	Success on the court Retention of players Continue to build on the junior/senior development program
Female Football Priorities	Enter an additional age group (U'10) Girls only Auskick and clear pathway for girls documented Full Teams in all age groups Coach session to line up coaching emphasis, brand behaviours, what to work on at each level.	Female friendly rooms completed Gender Equity Assessment and Plan (www.clubhelp.org) Stand - alone sponsors acquired, or in collaboration with netball. Player / incentives introduced. 2 Curtain Raisers for the season.	A Level 2 accredited female coach at the club  Female Football program has access to facilities and supports  Access and Equity policy developed

Focus Area	Year 1 Completion	Year 2 Completion	Year 3 Completion
	By Start of 2019 Season	By Start of 2020 Season	By Start of 2021 Season
Female Football Cont	Discussion with School Sport Academy re: developing young female coaches.  Budget Allocated to women for sports training, equipment, jumpers  Succession for Female Coordinator.	Integration in training achieved – parallel warm up, touch drills Female coaches being developed Assistant Senior Coach appointed.	Introduction of additional team e.g. Reserves
Junior Football	Coaching Coordinator in place. 2-3 sessions for all junior coaches  Work with seniors to develop an interaction schedule – clinic year 1 Increased Team Numbers – 3xU'11s, 3 x U'13s, 2 x U'15s, 2 x U'17s Clear pathways for girl's football	Senior / Junior Interaction program extended to training, Auskick  New coaches recruited, accredited and supported by Coaching Coordinator  TeamApp being used by Team Managers  Junior Football social membership established with incentives	Review of Junior Program and development plan established
Senior Football	Develop a culture of success together with leaders, coaches, committee  Clear pathway and experience in transitioning into seniors  Definitions of Leadership Roles  Review of coaching  Enhanced communication – everyone on TeamApp  Establish Player Hosts	Remain in GFL Coaching Coordinator in place External training sourced Defined and documented roles across the senior section Brand Behaviours we established, part of leadership, awards, what we challenge	Development Squads assembled – specialist training offered  Training of emerging groups and players  Aim for success across all senior teams in the form of Premierships

## **Action Plan – Year 1**

## Priority Area: Developing One Club PILLAR LEADER: Jo Forssman

TO DO LIST	DETAIL	LEAD / INVOLVED
Review     Committee     Structure	Look at the overarching club committee. Does it represent whole of club adequately? Are roles set up in such a way to be conducive to this? Would sections feel equally supported? Look at Constitution – roles Vs emphasis. Set targets – President / Committee presence, highlighting club sections e.g. social media. Develop a COM Meeting Calendar which includes visits from different perspectives e.g. coaches, section coordinators	Jo Forssman / Club Committee
Develop Club     Handbook	Overarching club handbook incorporating welcome, fees information, volunteer expectations, codes of conduct. Seek an example (Sue)	Sue Kelly, Ros, Amber, Kythie / Committees
Streamline     Membership	Look at ways to set up sportingpulse to assist membership streamlining – different payment types	Melinda McKenzie, Charlie Johnson, Kim Hatty
Single Club     Facebook	Look at pages that exist. Identify 1 to become the club page. Refresh. Appoint a lead who manages posts, a person in each section to be the key administrator	Sue Kelly, Ros, Amber, Kythie / Committees
• TeamApp	Look at improved use of Team App fpr Team Managers and Coaches to reduce time commitment, Team Manager Induction on how to use. Give Admin rights to team reps. Details included in handbook.	Jo Forrsman / Sue Kelly
Senior / Junior     Interaction	Junior Clinic conducted by both male and female senior players and netball – Thursday night preceding BYE. Schedule of player visits e.g. rostered 2 sessions / player per season, player roster to Auskick.	Matt / Section Coordinators

## **Priority Area: Facility Development**

PILLAR LEADER: Mick Schulze

TO DO LIST	DETAIL	LEAD / INVOLVED
Exterior Amenity	Contract cleaning of the exterior toilets and maintenance	Gogs
Develop 1- page advocacy document	Highlighting Females in the club – growth / total number of families, people involved in the club, gather total number of members across all clubs and what that looks like in terms of total number of people.	Jo / Kim, Debbie
<ul> <li>Lobby Government for female friendly amenities</li> </ul>	Make a professional approach (face to face if possible) to Darren Cheeseman – to match opposition pledge. Use 1 pager and Strategic Plan.	Sue Kelly / Mick, Jo
New Netball Courts	Work with the school to achieve space for sponsor signs, roof on grandstand and Netball Scoreboxes. Look at costs and sponsor opportunities	Netball Committee

## **Priority Area: Volunteer Recruitment and Support**

PILLAR LEADERS: Maria / Tracy

TO DO LIST	DETAIL	LEAD / INVOLVED
<ul> <li>Volunteer</li> <li>Coordinators</li> </ul>	Development of a Volunteer Coordinator Role Description. Appointment for Football and Netball. Role to assist develop Task Instructions, run Information Nights and Training, recruit, recognise.	Maria / Tracey
Volunteer     Information Session	Information night conducted for parents and supporters highlighting Volunteer Roles available for netball (in place) and football. What is required for different roles	Maria/Tracey
TeamApp - Recognise     Volunteers	Proactive use of TeamApp to highlight volunteer roles for filling, recognition of volunteer efforts	Jo Forssman

Handbook	To gather input from parents, coaches etc. To include a section about volunteers, recognition, the need for them, the expectation, and the CV line item	Sue Kelly, Ros, Amber, Kythie / Committees
<ul> <li>Coaches / Team</li> <li>Managers Info Night</li> </ul>	Develop instructions for Team Managers and key team roles, Grade Coordinators. Invite parents to come to session to learn match day support roles e.g. scoring, time keeping.	Volunteer Coordinators

## Priority Area: Diversifying Income PILLAR LEADER: Mick Barratt

TO DO LIST	DETAIL	LEAD / INVOLVED
Maximise Meals	Maximize Thursday night meals – each section have allocated nights across the season. Develop a schedule. President or Committee Rep to say a few words about that section each week.	Mick Barratt / Section Coordinators
Trial Saturday Meals	Trial Saturday night meals with outsourced catering. Charge for kitchen, % on meals, employ bar	Mick Barratt
Venue Hire	Ramp up promotion of the venue availability for functions, meetings, community groups – Yoga and PT	GoGS
Club Social Traffic	Encourage more junior families to the club for games etc by organising relevant activities during match day.	Junior Football / Netball
Unity Petrol Deal	Look at the Unity Petrol deal. Make an assessment if worth it, Promote broadly across the club.	Netball Committee
New Sponsors	Look at achieving a major female sport sponsor for female football and netball combined	Netball Committee / Kythie

## Priority Areas: Netball PILLAR LEADER: Maria Williams

TO DO LIST	DETAIL	LEAD / INVOLVED
Process Clarity	Define process for player and committee recruitment and trials.  Committee recruitment to commence before end 2018 season.	Netball Committee
Communication	Support everyone onto Team App. Teach all age group leaders to use it.	Amber / Ros/ Jo F
• Representation	2 members of Netball Committee to be represented on the Club Committee / Review of structure.	Executive / Club Committee / Jo F
One Club	Nominate 2 Thursday Nights for netballers to come into clubhouse where they become the focus. Look at Meal Vouchers as Awards and how to finance that.	Netball Committee
<ul> <li>Volunteers</li> </ul>	Look at Role Descriptions and Task Lists and develop bite-sized roles. Conduct a Volunteer Information Session during the All In Training Session (Week 5 <sup>th</sup> Dec Volunteer Week)	Netball Committee / Coordinators
<ul> <li>Junior / Senior Interaction</li> </ul>	Plan a Junior / Senior Interaction Program 2019 including Development Program continued, All in Training, Whole of Section Thursday Dinners, Curtain Raisers	Senior / Junior Coordinators
<ul> <li>Umpire and Coach Development</li> </ul>	Coaching Coordinator and Umpire Coordinators in place for 2019 to conduct training / info sessions and to provide ongoing support	Netball Committee

## **Priority Areas: Female Football**

## PILLAR LEADER: Kythie Fisher

TO DO LIST	DETAIL	LEAD / INVOLVED
Auskick	Develop flier for girls only Auskick – talk to Shilo AFL Vic for images etc. Recruit senior players to coordinate. Contact AFL Barwon to run promo clinics in lower primary.	Kythie / Recruit support
• Pathway	Develop clear information about girls playing options e.g. Auskick – U'9 Boys - U'10 Boys, U'11 Choice – U'12 Girls. Distribute to ensure parents, club are clear.	Kythie / Mick Barratt
Recruiting	AFL Barwon to run junior football clinics at local schools – primary and sec. Flier given to girls followed by a Come and Try Day at the club preseason.	Kythie / Kim Hatty / Michael Barratt
New Age Groups	Consider the viability of an U'10 competition based on numbers and demand for U'12	Kythie / Committee
Coach Education	Junior Coaching Coordinator to conduct sessions for Female Football Coaches to ensure they are on the same page re: philosophy, what to focus on in each age group.	Kythie / Mick Barratt/ Coaching Coordinator
Recruit Female     Coaches	Contact School Sports Academy to promote opportunities for senior students to join the club as junior coaches – pay for accreditation, mentor	
Budget for Senior	Work with Club Committee to develop a budget for girls football.	Kythie/Chris Gibbs/ Committee
Cost Alleviation	Consider subsidies for girls playing football and netball, conduct of a second-hand boot exchange	Kythie/ Committee / Tracey Bull

## **Priority Areas: Junior Football**

## **PILLAR LEADER: Michael Barratt**

olish a Junior Clinic night in lieu of Matt / Mick Shulze / e or break. This could be enhanced Michael Barratt
e or break. This could be enhanced Michael Barratt
or programs
, level of accreditation you need. Mick Barratt / Kythie
external recruit.
h AFL Barwon to run clinics for boys, Mick Barratt / Kythie
vith scaled up junior try out day,
ducing an early bird discount for Junior Committee
Start talking about it now and
on n vit o v

## **Priority Areas: Senior Football**

## **PILLAR LEADER: Simon Hose**

TO DO LIST	DETAIL	LEAD / INVOLVED
Player Leadership	Develop clear roles for Player Group leaders. Conduct pre-season leadership	Sue Kelly / Coaches /
	workshop re: trademarks, Induct Leaders	Committee
Develop Success	Work with coaches, leaders, to embed a culture of excellence and what that means	Paul Whyte / Committee
Culture	from every player, coach	
<ul> <li>Coaching</li> </ul>	Establish what this role looks like and discuss the role with all coaches	Paul Waldron /
Coordinator		Committee

Coaching Reviews	To establish support needed, to coordinate coaching sessions and emphasis, to	Mick Schulze / Simon
	gather feedback from coaches re: what they need	Hose / Michael Barratt /
		Kythie
Communication	Work with Jo Forssman to get Team Managers and players on TeamApp	Jo F / Team Managers
Establish Player	Investigate potential hosts and a coordinator	Garry Goggin
Hosts		