



FITZROY JUNIOR FOOTBALL CLUB STRATEGIC PLAN



OUR CLUB

PURPOSE OF THE STRATEGIC PLAN

The Strategic Plan (“the Plan”) for the Fitzroy Junior Football Club Inc. (“FJFC / the Club”) sets the vision and direction for the Club. The Strategic Plan for 2022 – 2025 provides a focused framework to guide Committee decision making over that timeframe.

The Club has identified a need to review, develop and establish its operational capacity implement a “Best Practice” governance and management structure

for its members as expected of a volunteer sporting body appropriate to the size of the FJFC.

Given current growth trends and risks of a projected decline in demographic growth, the Club must have a comprehensive Strategic Plan maintain long term sustainability by identifying opportunities and appropriately managing threats and risks.

Our core values of: **Respect, Team Spirit, Well-being, Mentoring & Development, and Inclusiveness** are the principles that will drive the Club forward to deliver against our strategic mission and vision.

CONSTITUTIONAL FRAMEWORK

FJFC was established in 2003 under the then Associations Incorporation Act 1981. The Club is an incorporated not for profit organisation owned and operated by its members. The Club’s operation is governed by a Constitution that provides for its administration by a Committee of Management formed from the Membership. The Committee must have a President, Secretary, Treasurer and no less than 5 other Parent Members.

The Club’s purposes, included within the Constitution, are that it must:

1. operate a sports club for residents of Fitzroy and surrounding areas;
2. provide equal opportunity for community participation and recreation for children from a variety of socio-economic and cultural backgrounds and sporting abilities;
3. provide a sense of community spirit and cooperation in the broader Fitzroy community; and
4. pursue the interests of the Fitzroy Junior Football Club

OUR CLUB

REVIEW PERIOD

The Plan will be reviewed annually by the Committee of Management. The endorsed Plan (including any amendments) will be published for the Members within the FJFC website.

IMPLEMENTATION FRAMEWORK

The Plan objectives will be planned and implemented through Committee of Management, approved Operational Action Plans.

The Committee will initiate corrective actions, including time extension, modification, deferral, or reprioritisation of goals and initiatives as required. The Committee will provide a report detailing performance against the Plan at the Club's Annual General Meeting.

The Plan is ordered into the following five key pillars that align with the operational outputs of the Club:

1. Governance and Administration
2. Football Experience
3. Community and Inclusion
4. Finance, Strategy and Facilities
5. Culture, Safety and Well-being

ORGANISATIONAL STRUCTURE

The organisational structure that the Club will adopt to achieve the Plan is included at Attachment A.

Important Note: The organisational structure is subject to dynamic change to suit the requirements of the Club as operationally required within a season.



OUR CULTURE



OUR MISSION

FJFC is a community-based Australian rules junior football club that aims to provide players, coaches, umpires and families with an inclusive, fun, safe football environment that epitomises the value of community sport. We want all our members, no matter their circumstance or ability, to gain a love of the game and to thrive as they develop a strong sense of self and connection to our Club. Our governance, led by a membership elected executive Committee, will administer the Club to remain true to our mission, vision, and values and stay culturally and financially sustainable for the future generations of our community.



THE FJFC VALUES

Our Values enable and embed our Culture. Culture refers to the character of our Club, it is our operating 'climate', and collective 'personality'. FJFC has been shaped by the core beliefs, principles, traditions and ingrained behaviours of our community. By upholding our values, we will maintain our Culture and remain a desirable destination club for our community. We will provide an environment where players are taught well and where all players and their families are included and supported.

Respect must be at the core of what we do, on and off the ground, and we expect our members to understand and demonstrate commitment to the club values in all their interactions within the Club and with their umpires, club volunteers, coaches, teammates, opposition players and the community. The FJFC values define 'how we do things' to create an inclusive community environment and are clear about the high standards of civil and collegiate behaviour we expect from our members.

OUR CULTURE

OUR VALUES ARE:

RESPECT

Respect is at the core of our values. We admire the qualities and achievements of others. We seek to acknowledge and respond to the needs of others and we respect the rights of others, on and off the ground. We appreciate and show thanks to those that enable the opportunity we have to be involved in community sport.

TEAM SPIRIT

We treat all those we encounter fairly, including players, officials and spectators. We teach and value teamwork by prioritising the success of the group over that of the individual. The marks of success are behaviours that align with our values and fit our Culture.

WELL-BEING

We value fun, health and player safety. We aspire to be a club with a strong sense of belonging and connection, where our members can form genuine friendships.

MENTORING & DEVELOPMENT

We value ongoing learning and skill development. We support both players and coaches to have the opportunity to teach others. Our coaches are committed to developing all players regardless of age or ability, and our team participation and grading philosophies reflect this.

INCLUSIVENESS

We uphold the principles of equitable access and inclusion. We value differences in people and aim to improve junior football access for all community members. We champion giving everyone a fair go to be able to participate in community sport.

OUR VISION

By 2025 the Fitzroy Junior Football Club will be a leading community Australian Rules Football Club. We will cultivate a membership that provides an inclusive environment for children and their families to love and participate in Australian rules football, be that playing, umpiring or volunteering as part of our community.



OUR CULTURE

FJFC CLUB INCLUSION COMMITMENT STATEMENT

Fitzroy Junior Football Club (FJFC) recognises that inclusion is about making sure our club reflects the diversity of our local community and we are committed to working towards achieving this.

We commit to developing clear strategies and policies to achieve inclusion and remove discrimination within our club and we commit to establishing clear targets for measuring success. To do this we will prioritise inclusion as part of our 3-year Strategic Plans, as well as our Annual Implementation Plans. We will dedicate a Club Committee Role to fostering diversity and inclusion.

We commit to promoting a safe, welcoming and respectful culture where everyone feels welcome and accepted regardless of age, gender, ability, socio economic status or cultural, ethnic or religious background.

We commit to informing, supporting and empowering our members and all others involved in FJFC in relation to inclusion and diversity issues.

We commit to ensuring our football activities consider the individual needs of participants and are appropriate to the level of development and skill. Where necessary we will make adaptations and modifications to cater for individual needs.

In making this commitment we recognise that our club has an important role to play in leading our community towards ensuring everyone has the chance to participate in Australian Rules Football at the level and in the roles they choose.

FJFC is a valuable part of our community. We have an opportunity to shape the culture of not only our club but the wider community by ensuring FJFC is a welcoming, safe and accessible club for all.



THE STRATEGIC PLAN

GOVERNANCE AND ADMINISTRATION

Strategic Mission: *To embed a “best practice” governance model for a volunteer community sporting club, such that decision making is independent, professional and accountable for short to long term interests and that the Club can engage its Membership to volunteer their time to actively participate in the operational needs of the Club.*

Objectives:

GA1: Update the Club governance and management structure such that it can meet the current and future operational needs of the Club.

GA2: Update the Clubs governance and operational management procedures and policies such that it can meet the current and future operational needs of the Club.

GA3: Implement succession planning for Committee and other key operational roles.

GA4: Establish effective communication planning and frameworks to ensure consistency across all levels of the Club.

GA5: Establish effective information technology platforms and information management structures to promote business management and operational efficiency, effectiveness and consistency across all levels of the Club.

THE STRATEGIC PLAN

FOOTBALL EXPERIENCE

Strategic Mission: *Prioritise player participation and retention by providing a quality football experience that is safe, fun and promotes well-being and inclusiveness for all regardless of ability. We will embed our values, thus creating a culture which leads to a love of the game and develops a desire to participate in playing, umpiring and coaching within community sport. The Club will continually develop and improve the football experience for players, volunteers and parents with a focus on the principle that game day and training are of equal importance in terms of player retention, fun and love of the game.*

Objectives:

FE1: Establish player engagement and feedback pathways such that the Club can address and represent the changing needs of the player membership and deliver the best Football Experience for players.

FE2: The Club delivers its players high quality and consistent coaching environments and outcomes.

FE3: Develop female Coaching pathways program to enable greater gender equity within AFL coaching at a community level. By 2025 the Club will create an environment such that aspirationally 50% of all coach participation in the Club are female across both the junior boys and girls programs.

FE4: Make FJFC a destination club for girls of all abilities who want to play AFL because our football experience is tailored to meeting the needs of junior female participants and adult female coaches

FOOTBALL EXPERIENCE

Objectives:

FE5: The Club has documented selection and streaming policies such that players can be grouped appropriately in respect of age, ability, safety and the fostering of enjoyment of participation. The selection policy will be communicated to players and parents to promote understanding of Club positions regarding selection and placement of players into teams.

FE6: Develop high-quality Ground and Team Management processes to promote consistency, efficiency, recruitment and status of the role. Prioritise parent engagement in providing all parents within teams equitable participation in required gameday coordination and logistical activities.

FE7: Develop a ground allocation and ground progression framework such that parents and players are informed about facility utilisation.

FE8: The Club implements and maintains an appropriate level of sporting equipment stock that is fit for purpose as to allow the delivery of football training and game day outcomes.



OUR STRATEGIC PLAN

COMMUNITY AND INCLUSION

Strategic Mission: Increase new member participation and existing member retention while prioritising strong community relationships and inclusion in all aspects of the Club.

Objectives:

CI1: Increase whole of Club membership social interaction opportunities and foster broader community relationships with aligned businesses, organisations, charities, and community sporting clubs.

CI2: Increase volunteer participation and engagement in all aspects of Club operations.

CI3: Beyond season 2022 that membership does not decline in seasons 2023 to 2025, and that aspirationally the size of the Membership grows by 5-10% each year from 2022 through proactive recruitment

CI4: Develop a recruitment plan to encourage umpire participants from the Club membership.

CI5: The Club provides a culturally safe and welcoming organisation for our First Nations Peoples members.

CI6: The Club provides a culturally safe and welcoming environment, with a priority on encouraging Inclusion, Diversity and Respectful Relationships.

OUR STRATEGIC PLAN

FINANCE, STRATEGY AND FACILITIES

Strategic Mission: *The Club will become a financially sustainable organisation to appropriately invest in the operational capability to deliver on our mission and purpose.*

FINANCIAL SUSTAINABILITY:

Objectives:

FSF1: That the Club implements adequate financial controls and processes to protect Club funds and enable effective and accurate reporting of the Club's financial position to the Committee and members.

FSF2: Robust budgetary processes are implemented and maintained to identify operating expenditure and capital budget needs as determined by the Committee.

FSF3: Establish viable and sustainable revenue streams, including membership initiatives, grants, sponsorships, commercial agreements and partnerships etc. so that the Club can fund its strategic plan and return an annual operating surplus to ensure ongoing sustainability.

FSF4: The Club aspires to access the best available fit for purpose facilities and infrastructure within our catchment and that can support our member need.

FSF5: The Club sets aside adequate cash contingency reserves to manage unforeseen risks and to fund the Club's fit-out and start up operational costs for the new Brunswick Street Oval club room redevelopment.

OUR STRATEGIC PLAN

CULTURE, SAFETY AND WELL-BEING

Strategic Mission: *Embed and maintain a cultural environment and pathways that cultivate inclusive community behaviour, the FJFC values set, and that member conduct standards are maintained in accordance with expected behaviours. Our members' safety and well-being is central to everything we do and that the Club consistently implements and maintains member safety practices.*

Objectives:

CSW1: The FJFC Cultural Framework is implemented, fostered and maintained consistently across each team and the broader Membership.

CSW2: The Club designs, implements and maintains an education and cultural framework that promotes respect and acknowledgement of the contribution that umpires, officials and volunteers make to enable the Club.

CSW3: The Club implements and maintains appropriate standards of member safety, incident reporting and improvement frameworks across all of its activities, including implementing AFL and YJFL guidelines in respect of injury prevention and concussion management.

CSW4: Ensure the Club implements and maintains any requisite/mandatory standards of Child Safety compliance frameworks across all of its activities.

CSW5: The Club volunteers can access First Aid training and meet the standard of First Aid training required by YJFL to undertake that role. Provide a sufficient fit for purpose supply of First Aid equipment to perform volunteer team trainer roles.

CSW6: The Club designs, implements and maintains a well-being education framework that considers drug and alcohol awareness, respectful relationships, youth issues, mental health, socio-economic and financial hardship themes.

ACKNOWLEDGMENT OF COUNTRY

The Fitzroy Junior Football Club acknowledges the Wurundjeri People of the Kulin Nation, who are the Traditional Custodians of the land on which we train, socialise and play the great game of Aussie Rules Football. We acknowledge that this territory was never ceded.

We pay our respects to elders past, present and emerging, and endeavour to recognise and honour those with Aboriginal and Torres Strait Islander heritage in all their involvements with our club.

We acknowledge the rich historical significance of this land for Aboriginal and Torres Strait Islander peoples and are proud to live and play on the land and around the waters of the Wurundjeri.





CONTACT

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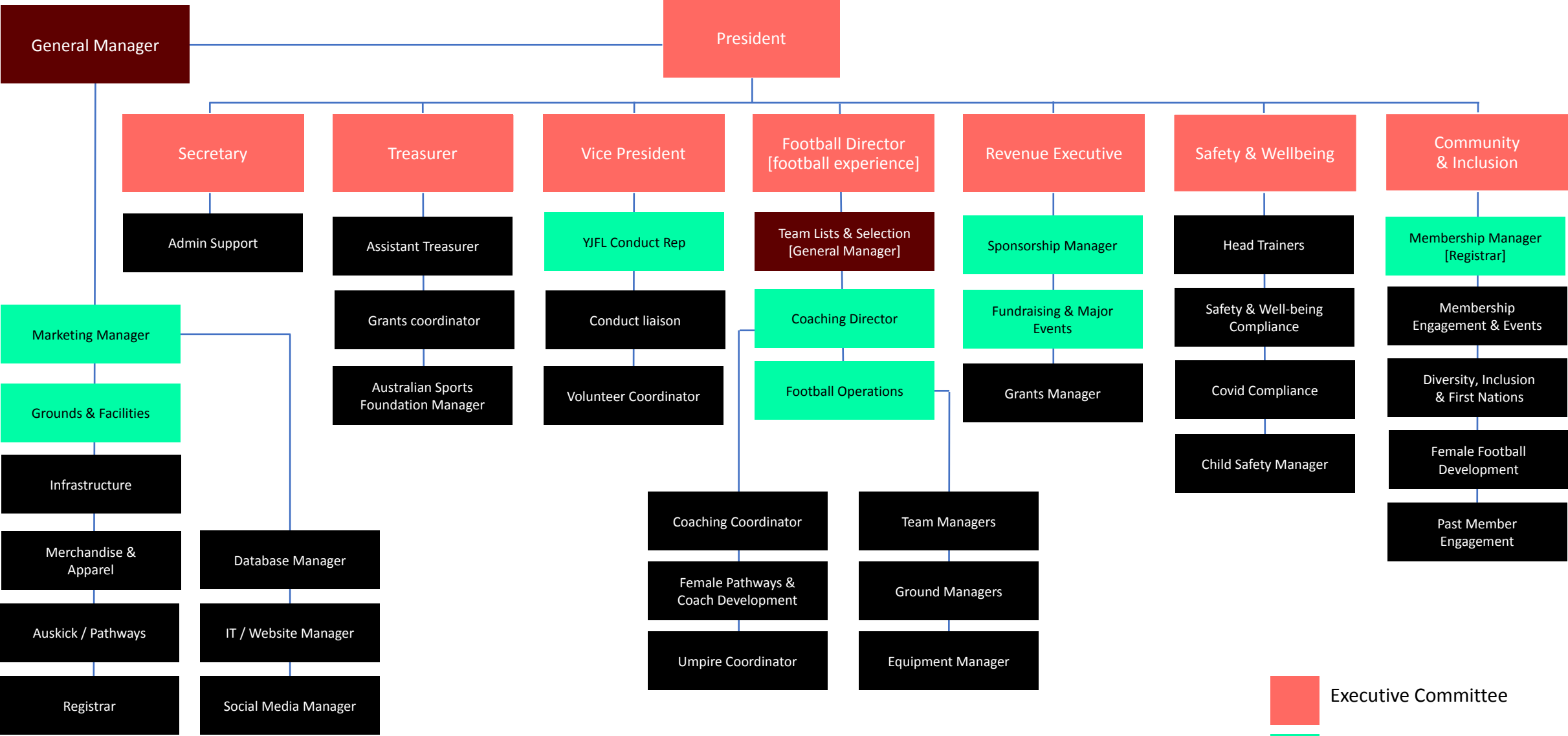
www.fitzroyjuniorfc.com.au



ATTACHMENT A

ORGANISATIONAL STRUCTURE





These are key roles within the 3 levels of the club only.
Sub-committees to be formed with roles as required.

- Executive Committee
- Non-Executive Committee
- Key Non-Committee Roles

Fitzroy JFC
Main roles and responsibilities for the lines of reporting, overseen by the Executive.

