



**COMMUNITY**

**INCLUSIVENESS**

**RESPECT**



## **Formulation**

The South Belgrave Junior Football Club Football Club Strategic Plan was formulated in 2020 by the Junior Committee.

The process included a planning workshop, involving all key stakeholders and specialist group TD Solutions.

This broad involvement was intended to ensure that the objectives and strategies contained within the Plan were fully representative of the entire membership of the club.

The workshop was held at 5<sup>TH</sup> February 2020. The information contained within this plan was gathered from this workshop and from further consultation undertaken within the club.

## **Structure**

This Plan is in seven main sections, each of which answers an important planning question:

### **Value System and Guiding principles**

### **Brief History**

### **Mission statement**

### **Club Health Check**

### **Total Participation**

### **Girls Participation**

### **Boys Participation**

### **Clubs Short Term Challenges**

### **Long Term Strategic Pillars ( 5 years)**

### **Proposed Committee structure**

### **Top 5 Capital Works priorities**

### **8 year Development Plan (as supplied by Council)**



# OUR HISTORY



Established in 1972, the South Belgrave Junior Football Club (SBJFC) is a growing junior football club who play in the Eastern Football Netball League (EFNL) which is the largest Aussie Rules football league in Australia. With a surge in participation largely coming from the introduction of female football 2017, the club needs to look at ways and means of facilitating growth whilst maintaining standards against rival clubs from neighbouring shires.

The original pavilion was an Army Barracks re located from Healesville. Though this pavilion has served us well for almost 50 years, its now in desperate need of repairs and refurbishment.





# OUR VALUE SYSTEM

## 1. RESPECTFUL

To respect every person and organization that we interact with and in turn, to earn the respect of others for all that we do as individuals and as a club.

## 2. INCLUSIVE

To be a Club that is welcoming & understanding  
To players and supporters from all backgrounds. We collaborate through our club.

## 3. PROUD

To recognize and celebrate our history and to behave in a manner that reflects pride in our Club and ourselves

## 4. PROFESSIONAL

To be a professional club adhering to high standards  
Reflected by our appearance, actions and attitude. We constantly strive for improvement and aspire to be innovative and successful whilst always working within the rules.

## 5. FUN LOVING

To enjoy our time together, be positive in what we do and provide a family friendly environment in which to celebrate our success with all stakeholders.

# OUR MISSION

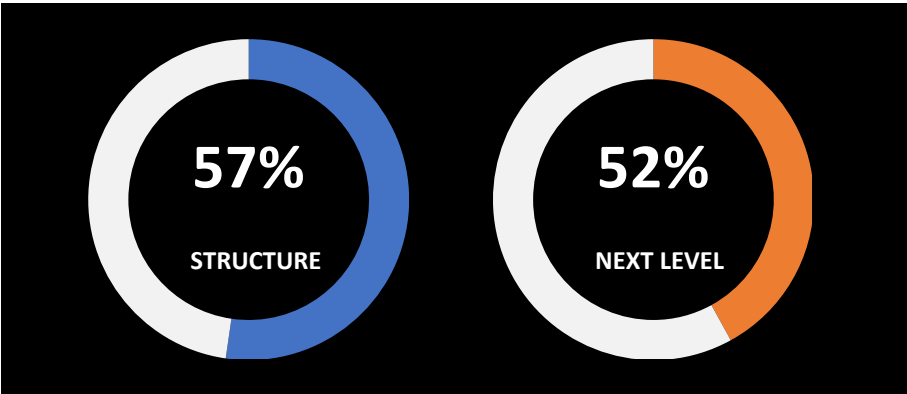
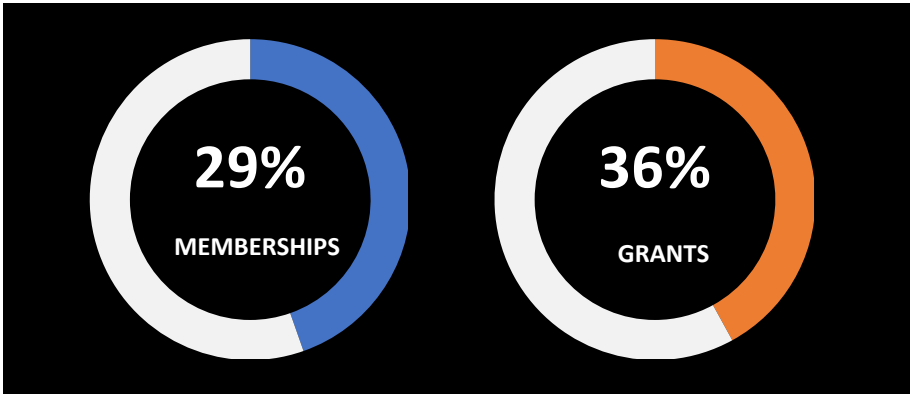
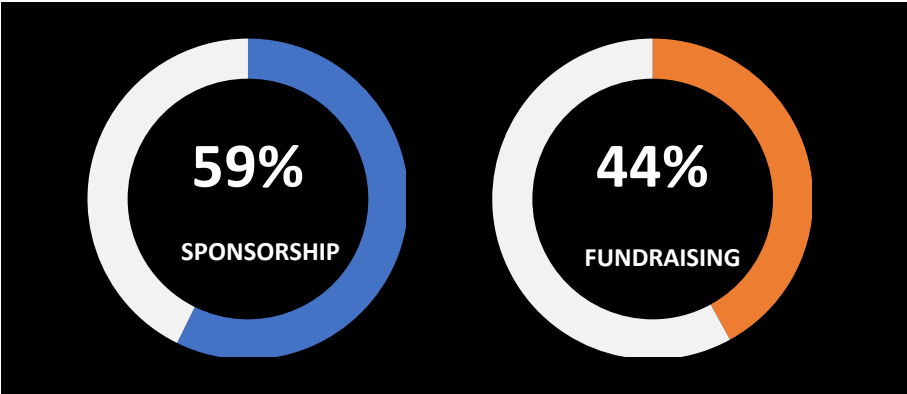
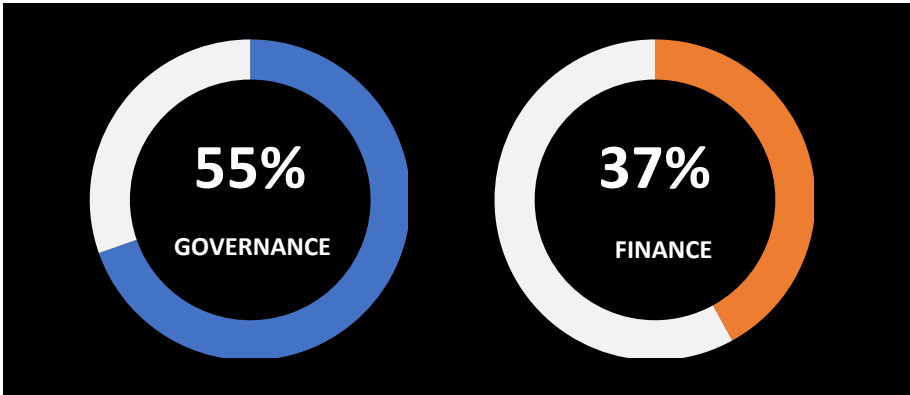
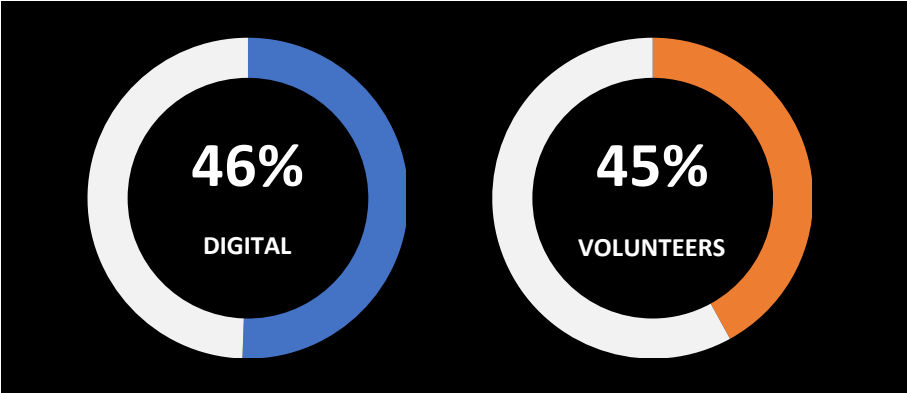
To be the JUNIOR FOOTBALL CLUB of choice in the Belgrave /Narre Warren North /East, due to our unrivalled local reputation of professionalism and success.

This reputation is based on clear age and talent-based pathways , quality of coaching and development, facilities both boys and girls, efficient management, a strong family-based culture and our Club's contribution to the local community.

# CLUB HEALTH CHECK

10 KEY AREAS SCORED OUT OF 100 BY COMMITTEE

**OVERALL SCORE 47%**

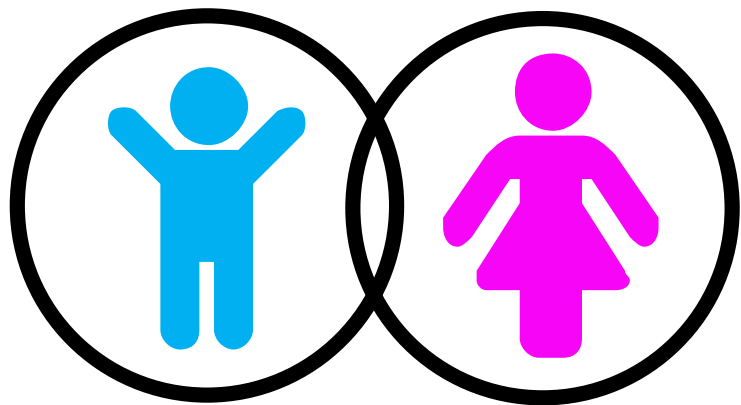






# TOTAL PARTICIPATION

## 15 TEAMS – APPROX 375 KIDS







# MALE PARTICIPATION

Our boy's program has seen steady growth again from 2018.

With increased emphasis put on building from the ground up, we have experienced rewarding growth in the past 2 years.

The club continues to run AFL's Auskick program which has been another key driver in encouraging new families to join our football community.



U8's,U9's,U10's,U12's,  
U15's  
**5 Team's**

**2017**



U9 Lightning Premiers



U8's,U9's,U10's,U11's  
**4 Team's**  
Lost our U15's

**2018**



U11 Premiers



U8's,U9's,U10's,U11's,  
U12's  
**5 Team's**  
Commenced our rebuild  
from the ground up

**2019**



U12 Premiers



U8's,U9's x 2,U10's,U11's,  
U12's, U13's  
**7 Team's**  
Steady growth at the lower  
age groups

**2020**

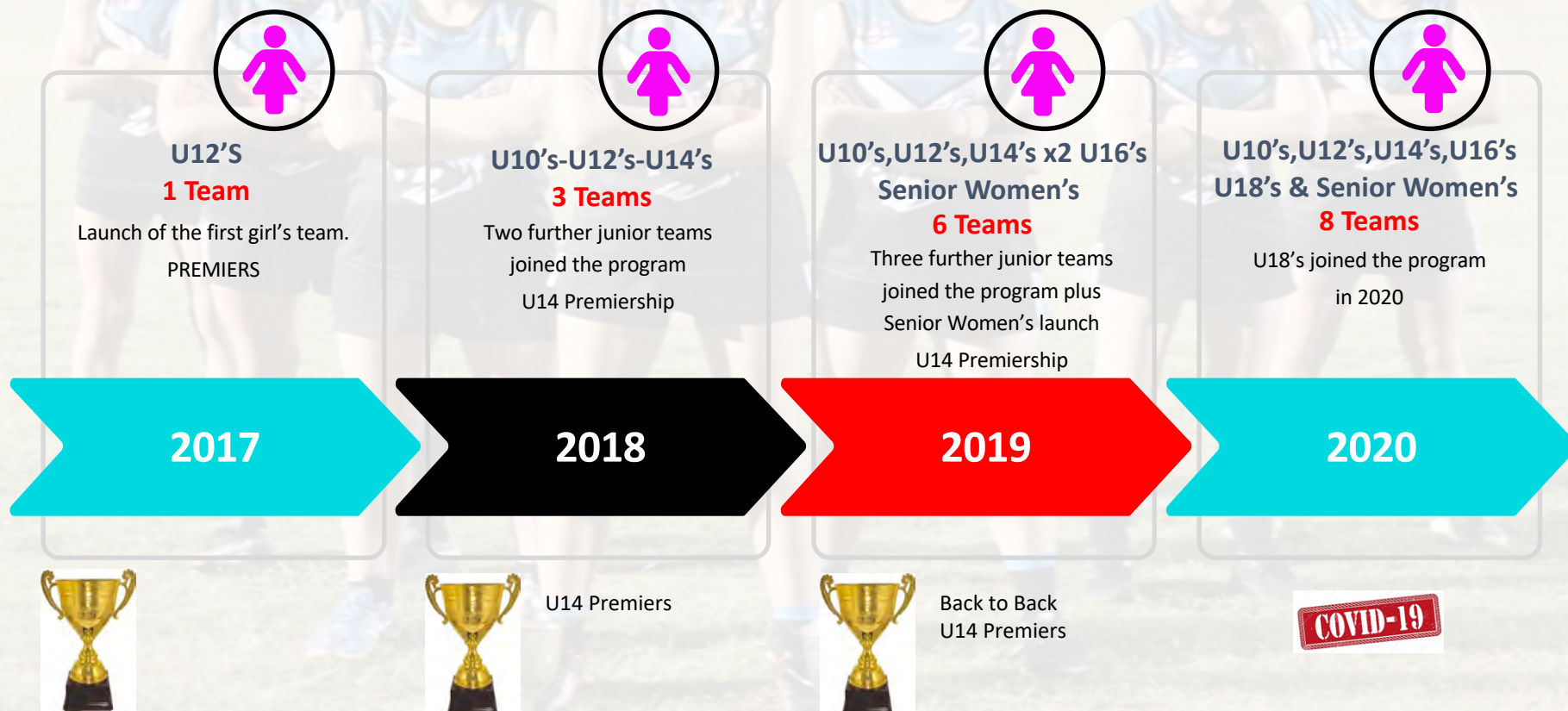
**175 REGISTERED PLAYERS**



# FEMALE PARTICIPATION

In 2017, Lysterfield and South Belgrave Junior Football clubs successfully merged to create what is now known as the SBL Wolves, creating opportunities for girls to play football. Female participation has grown exponentially since launching in 2017. The SBL Wolves Girls and Women's football teams compete in the Eastern Football Netball League. This is a joint venture between 2 clubs to ensure growth of female football in the region

In 2020 we will field 7 Junior Girls Teams including Senior Women's team.

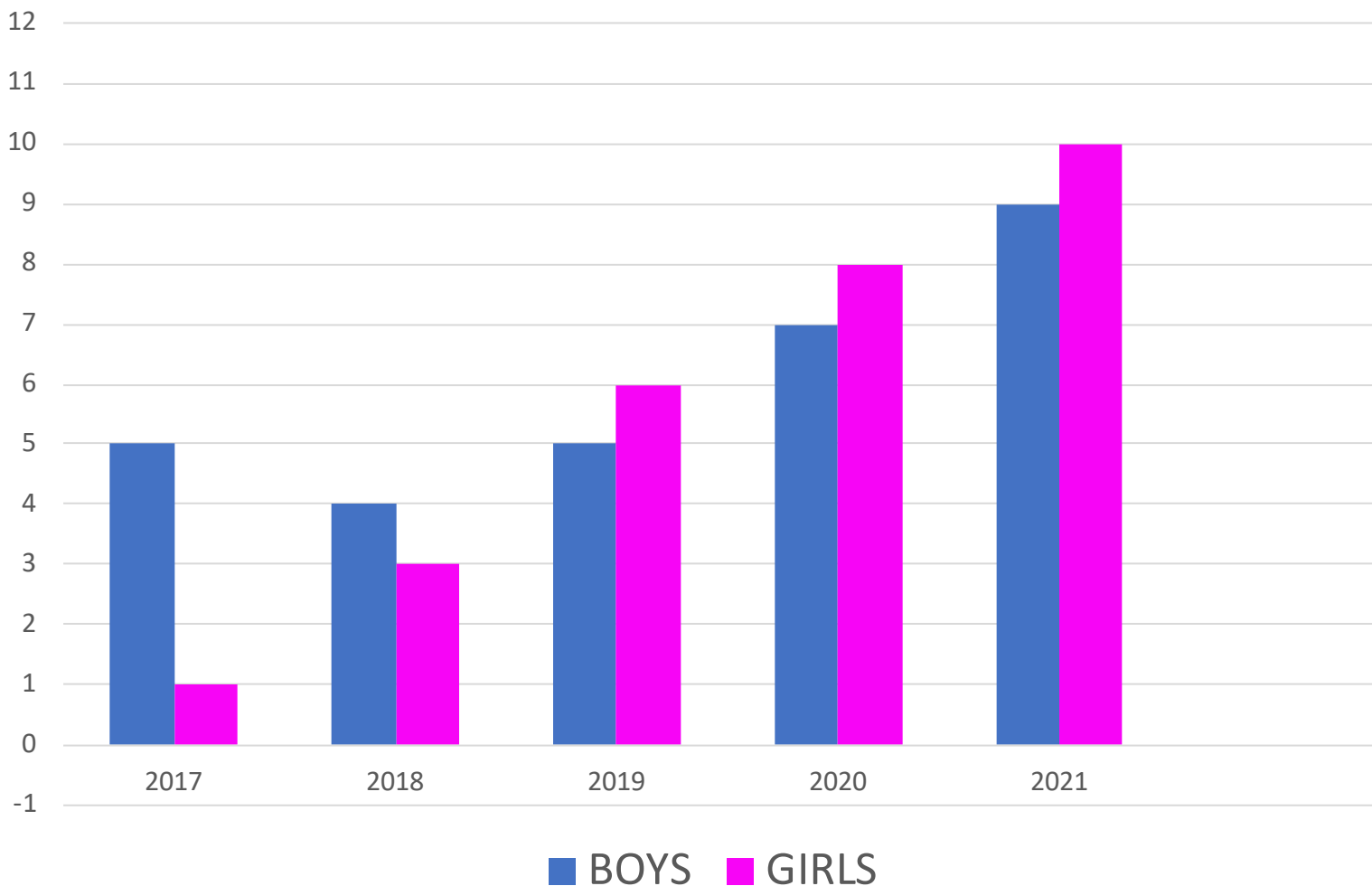


**200 REGISTERED PLAYERS**





## PARTICIPATION GROWTH CHART- TOTAL TEAMS



**19 TEAMS FORECAST FOR 2021**



# CLUBS SHORT TERM CHALLENGES NEXT 12 MONTHS

## COMMITTEE STRUCTURE

Have defined roles and accountability across all functions

## REVENUE

Re shape the model of income streams /sponsorship

## VOLUNTEERS

Continue to employ and train NEW volunteers

## FACILITIES

Working in with key stakeholders to ensure continued facility upgrades are made and necessary funding goals achieved

## PARTICIPATION

Ensuring continued growth across all age groups







# STRATEGIC PILLARS- LONG TERM 5 YEARS





# LONG TERM GOALS NEXT 5 YEARS

## How do we get there?

STRATEGIC PILLARS	BUILD PARTICIPATION	JUNIOR PATHWAY	COMMUNITY/ BRAND	FACILITIES & CAPITAL INFRASTRUCTURE	SUCCESSION PLANNING/ ASSISTANCE	BUSINESS SUSTAINABILITY
5 YEAR TARGETED OUTCOMES (2020-2024)	<b>BUSINESS SUSTAINABILITY</b>					
	Build-on principles established in the below 12 month plan. Have a Committee planning session every year. Re-shaping the 5 year plan.					
	Increase level Accountability for all parts of the business required - more responsibility back on the Committee.					
	Reshape the business model to include other income streams - Sponsorship, ASF, Grants Fund-raising and other basketball game opportunities					
	Develop a detailed Long-Term Budget (line by line) add say 2-3 new income streams raising \$10k Yr 1 increasing TO \$50k p/a by Yr 5.					
	Membership is the Life Blood of Clubs - opportunity not being maximised (needs focus) - requires people dedicated to the concept. High level priority.					
	Increased Departmental Reporting to track respective performance of all areas. Samples provided in TDS filing cabinet.					
	No person to be in charge of more than 2 revenue streams. Strong planning and budgeting required. Refer financials for 1 page Revenue analysis.					
	Need to invest in core business - e.g.: Coaches, Warm up jackets, facilities - others??					



# LONG TERM GOALS NEXT 5 YEARS (Continued)



STRATEGIC PILLARS	BUILD PARTICIPATION	JUNIOR PATHWAY	COMMUNITY/ BRAND	FACILITIES & CAPITAL INFRASTRUCTURE	SUCCESSION PLANNING/ ASSISTANCE	BUSINESS SUSTAINABILITY
5 YEAR TARGETED OUTCOMES (2020-2024)	<b>COMMITTEE STRUCTURE/GOVERNANCE</b>					
	Strong Governance Structure pivotal to the long- term well-being and strength of the Club					
	Sample Committee Structure provided - needs customizing to SBJFC. Key Portfolios to be covered. Ensure that Executive have defined roles per the sample structure, including Revenue Streams and Core Operations. Neither of these to be filled by the President. 5 Executive roles should be sufficient for a club this size.					
	Player welfare is becoming an increasing area of support that is required at community level.					
	<b>CULTURE</b>					
	Continue to Live by the Club's Values i.e. the behaviours that we highlight and reward.					
	Continue to communicate and benchmark to these as new individuals with new responsibilities come on board.					
	<b>FACILITIES</b>					
	Identify the best model for establishing a "Home" for the Club - enabling more of a "One-Club" rather than "lots of teams" environment.					
	Review financing options for this model -including Grants, Sponsorships, Donors and Community.					
	<b>SUCCESSION PLANNING</b>					
	Target people of influence around the region to come onto Committee - ensure key roles are fulfilled.					
	Expand committee - promoting seamless succession planning with more options					
	Committee always need to have an eye to the future re Succession Planning - Sharing the Load of the work helps reduced turnover. form a separate sub -committee that formulates the 5 year strategic plan for participation and facilities and manages the priorities of the Exec's vision.					
	Identify clear talent to fulfil roles identified in proposed Committee Structure model (this is your future - spend the time to get it right)					

# 2021 COMMITTEE STRUCTURE

President

Exec  
Secretary

Exec  
Treasurer

Exec  
Revenue

Exec  
Operations

Exec  
Ground Manager

Exec  
Football Manager  
*Boys*

Exec  
Football Manager  
*Girls*

Australian Sports  
Foundation

Budget

Sponsorship

Registrar/Transfers

Ground Marshall

Coaching Co Ordinator

Coaching Co Ordinator

Agenda/Minutes

Expenses

Apparel

EFNL rules

Maintenance

Team Management

Team Management

Social Media

Reports

Membership

Accreditation

Signage

List Management

List Management

Marketing

Re Development

Events

Vilification

Scoreboard

Training

Training

Website

Forecasting

Grants

Fixturing

Canteen Personnel

AUSKICK

SBL Wolves Sub  
Committee

Historian

SBL Wolves Account

Canteen

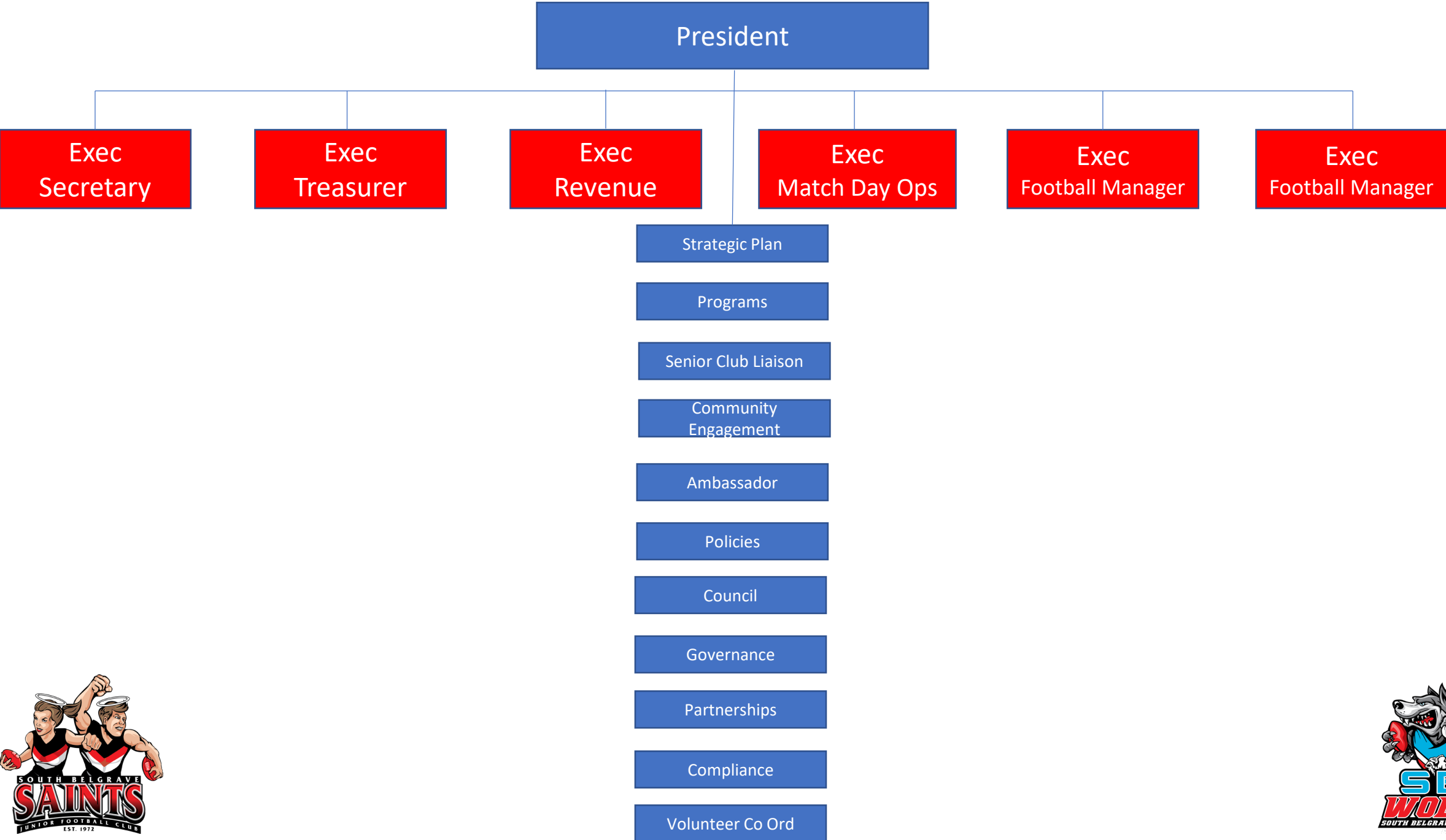
Milestone/Photos

Match Day Ops

Equipment









# TOP 5 CLUB CAPTIAL WORKS PRIORITIES



01

## GROUND DRAINAGE

15 Teams combined with Senior Teams who use the ground when not able to use theirs. Ground is in desperate need of drainage



02

## GIRLS CHANGE ROOMS

Currently we have NO separate change rooms for girls, and currently have 8 teams sharing rooms with boys on game days



03

## SECURITY

We have had 4 break ins in 2020 and find this increasing. We currently have NO alarm, CCTV or adequate external locks



04

## LED LIGHTING

Currently expensive Halogen lighting, rising energy costs and constant replacement of globes. Half the ground in semi darkness.



05

## SECOND GROUND

We cannot support growth without a second ground. Listed on the

SBJFC will work closely with Bendigo Bank and Council via grants and fundraising objectives  
Please refer to the 8 year development plan on following pages

# Narre Warren East Reserve Concept Development Plan

Updated: 09.09.16

DRAFT

## PROJECT PRIORITIES

PROJECTS ACTIONS / TASKS	UNIT	QUANT.
Year 1-3		

Survey / Services Proving	Itm	1
Oval Fencing Replacement - Remove existing oval boundary fence. Replace with 0.9m black chain mesh fence and gates. <b>COMPLETE</b>	LinM	375
Upgrade Existing Oval Fencing (High / Behind Goals)- <b>COMPLETE</b>	LinM	70
Existing Canopy Tree Proactive & Maintenance Works <b>NOT COMPLETE</b>	Itm	1
Gravel Paths - South (1.2m) - Circuit Path (S1) South Bushland & Ticket Box to Oval <b>N/C</b>	LinM	253
Fencing Replacement - Replace existing panel fence along Berwick Rd. 0.9-1.2m black chain mesh (Reuse post holes) <b>NOT COMPLETE</b>	LinM	95
Cricket Practice Net Surface x2 (New Location) <b>NOT COMPLETE</b>	M2	220
Cricket Practice Net Fencing (New Location) - <b>NOT COMPLETE</b>	LinM	67
Fencing Removal - Remove and disposal of existing cricket practice nets <b>NOT COMPLETE</b>	LinM	83
Design of Pavilion & Landscape - Pavilion Upgrades Design <b>NOT COMPLETE</b>	Itm	1
Gravel Paths - Pavilion (1.2m) - In conjunction with Pavilion Upgrades <b>NOT COMPLETE</b>	LinM	38
Gravel Pavement - Pavilion - Granitic sand or local alternative <b>NOT COMPLETE</b>	M2	68
Landscaped Areas - Pavilion - Native plantings / boulders as required <b>NOT COMPLETE</b>	M2	74
Upgraded Handrail/Balustrade - Top of retaining wall & beside stair <b>NOT COMPLETE</b>	LinM	10
Upgraded Berwick Road Entry - Linemarking / traffic measures in consult with VicRoads <b>N/C</b>	Itm	1

### Year 4-7

Gravel Pavement - South - Granitic sand or local alternative to eastern edge of exist. oval	M2	378
Proposed Vehicle Access Gates - Boom gate / lockable	Itm	4
Park Fencing Beside New Gates (Low) - 0.9m cypress post & rail	LinM	39
Park Signage - Entry Signage (Consider timing with entry upgrades etc.)	Itm	2
Main Vehicle Entry Upgrade - Reconfigure main vehicle entry off Berwick Road (no gate)	Itm	1
Landscaped Areas - South - Native plantings in recycled mulch / boulders as required. As shown to north, east and south edge of existing oval (excludes areas adjacent to pavilion).	M2	889
Upgraded Road Surface - South	M2	1075
Upgraded Road Surface - Central Car Park	M2	3250
Upgraded Road Surface - North	M2	1580
Upgraded Fencing - South (Low) - 0.9m cypress post & rail north and south of pavilion	LinM	68
Car Park Upgrade - South	Itm	46
Landscaped Areas - Central Car Park - Native plantings in recycled mulch / boulders	M2	515

### Year 8+

Primary Path (2.0m) - Concrete path to north and east of existing oval	LinM	252
Car Park Upgrade - North	Itm	19
Vegetation Improvement - Open Woodland (South) - Continue Indigenous plantings	M2	5950
Relocate Fill (North) - Remove reclaimed road base to accommodate north oval	Itm	2
Upgraded Spectator Seating - Timber / concrete sleeper low seating retaining walls	LinM	142
Gravel Paths - North (1.2m) - Circuit Path (S2) extension to north of reserve	LinM	549
Landscaped Areas - North - Native plantings in recycled mulch as required	M2	150
Form New Swales - South - Vegetated (Confirm with detail)	LinM	260
Form New Swales - North - Vegetated / Grass (Confirm with detail)	LinM	630
Proposed Fencing - South (Low) - 0.9m cypress post & rail for overflow car park	LinM	41
Proposed Junior Oval Surface - Level and turf (irrigation?)	M2	9900
Proposed Junior Oval Lighting - Investigate standard and LED options	Itm	1
Proposed Junior Oval Fencing (Low) - 0.9m black chain mesh	LinM	330











## APPENDIX OF PHOTOS



# ROTTED EXTERNAL FACADE

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ROTTED  
EXTERNAL  
FACADE







ROTTED  
SEATING



# ROTTED WINDOW FRAMES



# UNSTABLE ROOF

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# ROTTED RETAINING WALL SEATING





# DANGEROUS OVERGROWTH IN DRIVEWAY CAR PARK



WATER RUN OFF  
FROM BERWICK  
RD POT HOLES





# BLOCKED DRAINS CAUSING FLOODING

