



ELEY PARK
SHARKS
5 YEAR STRATEGIC PLAN

FACILITATED BY



PREPARED BY
SHOWCASE
SIGNAGE & DESIGN

STRATEGIC PLAN JOURNEY



DUE DILLIGENCE

**DATE ANALYSIS &
CONSOLIDATION**

**DEFINE VISION, MISSION,
OBJECTIVES AND
STRATEGIC IMPERATIVES**

IMPLEMENTATION

OUR CORE VALUES



MATESHIP

INCLUSIVE

COMMUNITY

FAMILY

COMPETITIVE

DEVELOPMENT

OUR MISSION

**BUILDING
AN INCLUSIVE
SPORTING COMMUNITY**

OUR VISION



THE WORKSHOP HIGHLIGHTED THAT THE STRENGTH OF THE CLUB IS IN PROVIDING AN INCLUSIVE SPORTING ENVIRONMENT THAT ENCOURAGES MATESHIP AND SHARED SUCCESS BOTH ON AND OFF THE FIELD.

WE HAVE FOCUSED ON WORDS INCLUDING:

“PLAY” - WHICH REFERS TO BOTH THE GAME AND THE SOCIAL ENVIRONMENT;

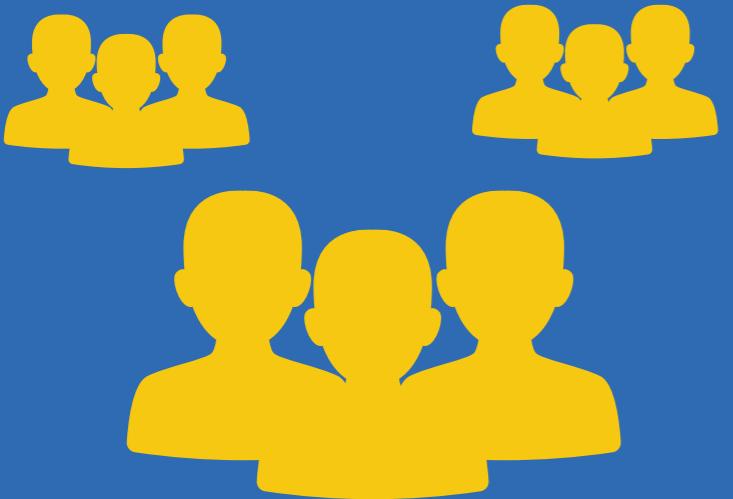
“GROW” - WHICH REFERS TO BOTH THE DEVELOPMENT OF EACH INDIVIDUAL AS WELL AS THE CLUB GENERALLY;

“THRIVE” - WHICH TIES IN BOTH THE DESIRE TO WIN ON FIELD AS WELL AS EXCELLING IN ALL OUR OFF-FIELD PURSUITS;

“TOGETHER” TO HIGHLIGHT THAT WE WILL DO THESE THINGS TOGETHER BOTH AS A TEAM AND A COMMUNITY



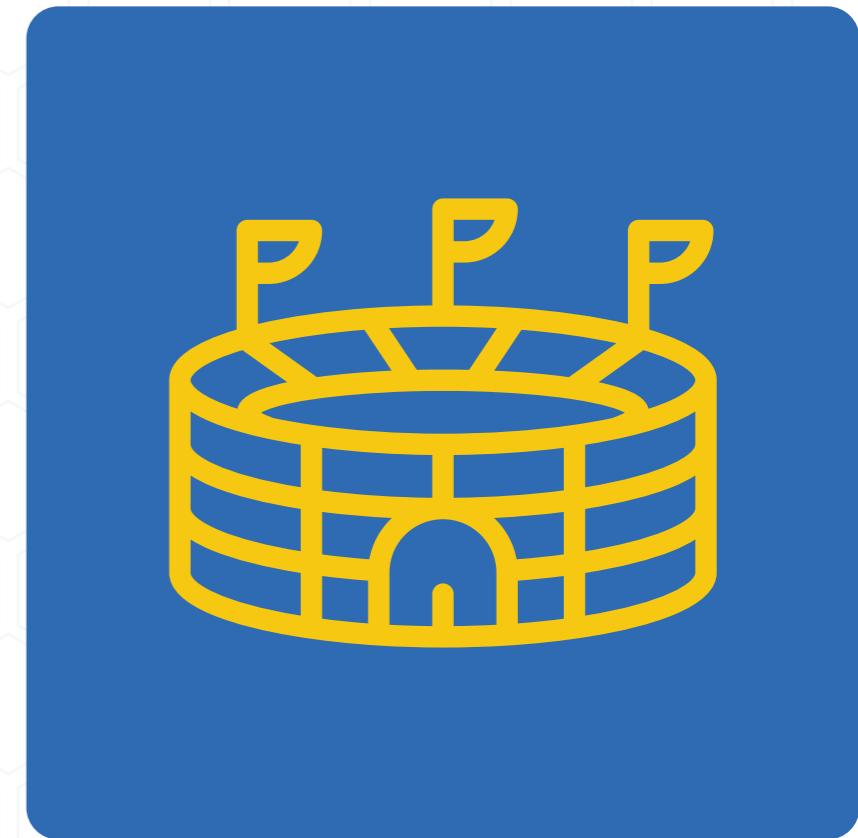
OVERARCHING OBJECTIVE



**ENGAGE AND GROW OUR
COMMUNITY**



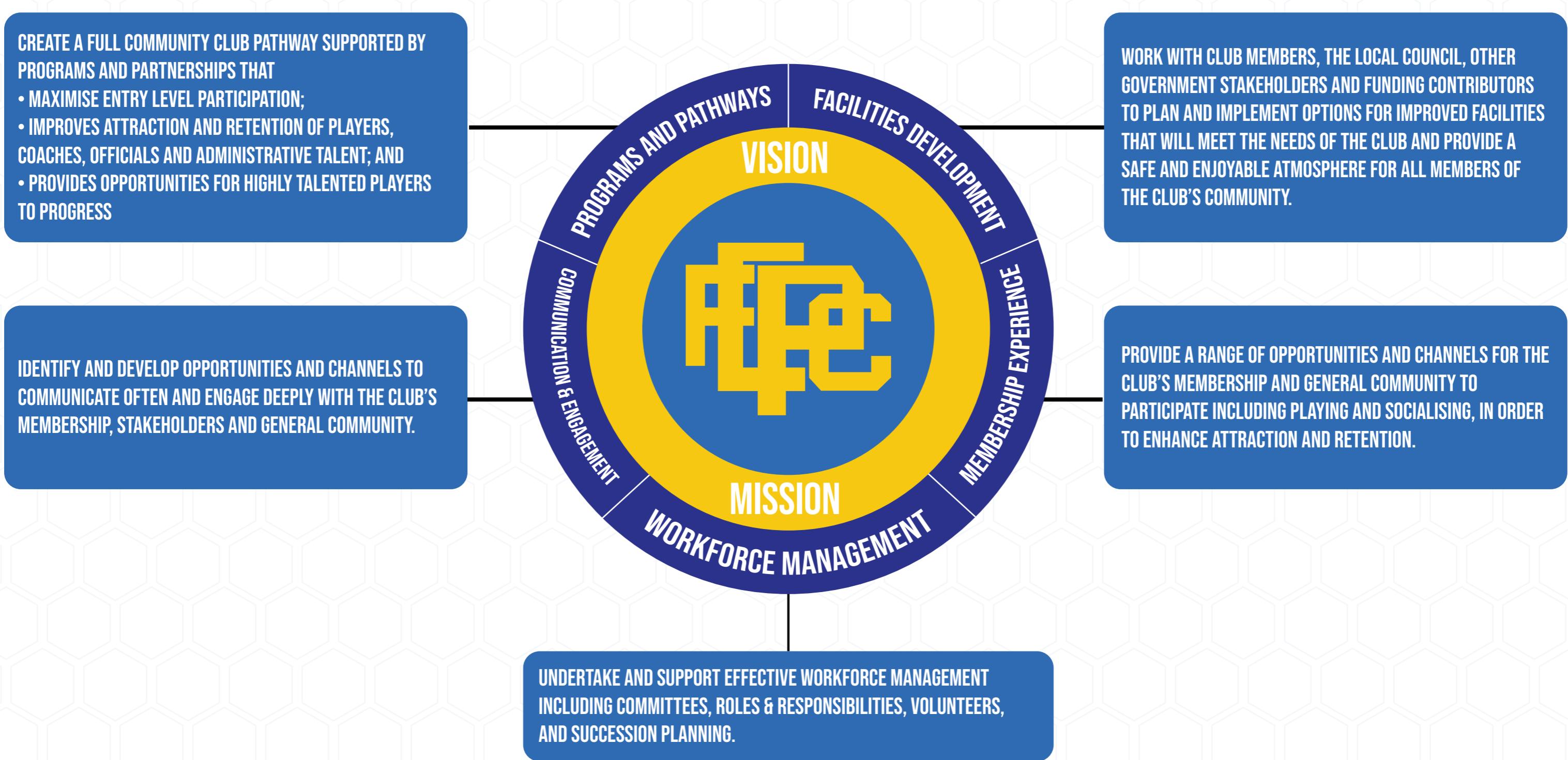
**DEVELOP A GREAT PROGRAM
AND PLAY A QUALITY GAME**



**SUPPORT OUR COMMUNITY
WITH BEST IN CLASS FACILITIES**

STRATEGIC IMPERATIVES

IN ORDER TO ACHIEVE THE OBJECTIVES, WE HAVE IDENTIFIED FIVE KEY AREAS OF OPPORTUNITY, CAPTURED BELOW AS STRATEGIC IMPERATIVES, WHICH ALIGN WITH THE CLUB'S VISION AND MISSION.



2020 STRATEGIC PLAN

VISION



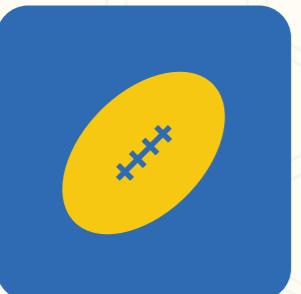
MISSION

BUILDING
AN **INCLUSIVE**
SPORTING COMMUNITY

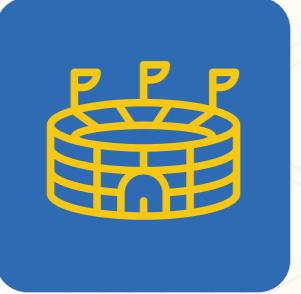
OVERARCHING OBJECTIVES



ENGAGE AND GROW OUR
COMMUNITY



DEVELOP A GREAT PROGRAM
AND PLAY A QUALITY GAME



SUPPORT OUR COMMUNITY
WITH BEST IN CLASS FACILITIES

CORE VALUES

MATESHIP

INCLUSIVE

COMMUNITY

FAMILY

COMPETITIVE

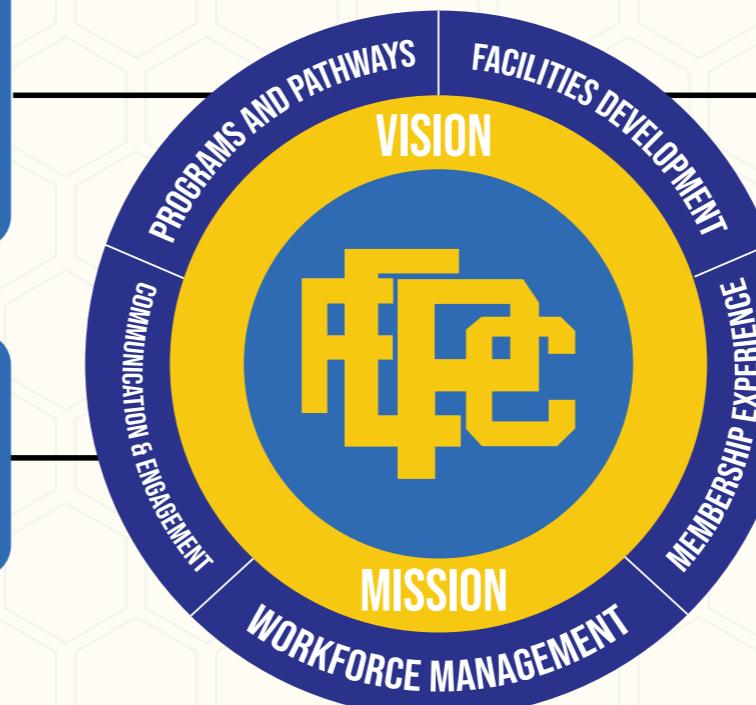
DEVELOPMENT

STRATEGIC IMPERATIVES

CREATE A FULL COMMUNITY CLUB PATHWAY SUPPORTED BY
PROGRAMS AND PARTNERSHIPS THAT

- MAXIMISE ENTRY LEVEL PARTICIPATION;
- IMPROVES ATTRACTION AND RETENTION OF PLAYERS,
COACHES, OFFICIALS AND ADMINISTRATIVE TALENT; AND
- PROVIDES OPPORTUNITIES FOR HIGHLY TALENTED PLAYERS
TO PROGRESS

IDENTIFY AND DEVELOP OPPORTUNITIES AND CHANNELS TO
COMMUNICATE OFTEN AND ENGAGE DEEPLY WITH THE CLUB'S
MEMBERSHIP, STAKEHOLDERS AND GENERAL COMMUNITY.



WORK WITH CLUB MEMBERS, THE LOCAL COUNCIL, OTHER
GOVERNMENT STAKEHOLDERS AND FUNDING CONTRIBUTORS
TO PLAN AND IMPLEMENT OPTIONS FOR IMPROVED FACILITIES
THAT WILL MEET THE NEEDS OF THE CLUB AND PROVIDE A
SAFE AND ENJOYABLE ATMOSPHERE FOR ALL MEMBERS OF
THE CLUB'S COMMUNITY.

PROVIDE A RANGE OF OPPORTUNITIES AND CHANNELS FOR THE
CLUB'S MEMBERSHIP AND GENERAL COMMUNITY TO
PARTicipate INCLUDING PLAYING AND SOCIALISING, IN ORDER
TO ENHANCE ATTRACTION AND RETENTION.

UNDERTAKE AND SUPPORT EFFECTIVE WORKFORCE MANAGEMENT
INCLUDING COMMITTEES, ROLES & RESPONSIBILITIES, VOLUNTEERS,
AND SUCCESSION PLANNING.

PROGRAMS AND PATHWAYS

SCHOOL ENGAGEMENT PROGRAMS TO ATTRACT
MORE PARTICIPANTS TO THE CLUB

FEMALE ENGAGEMENT AND DEVELOP PROGRAMS
TO ATTRACT FEMALE PARTICIPATION

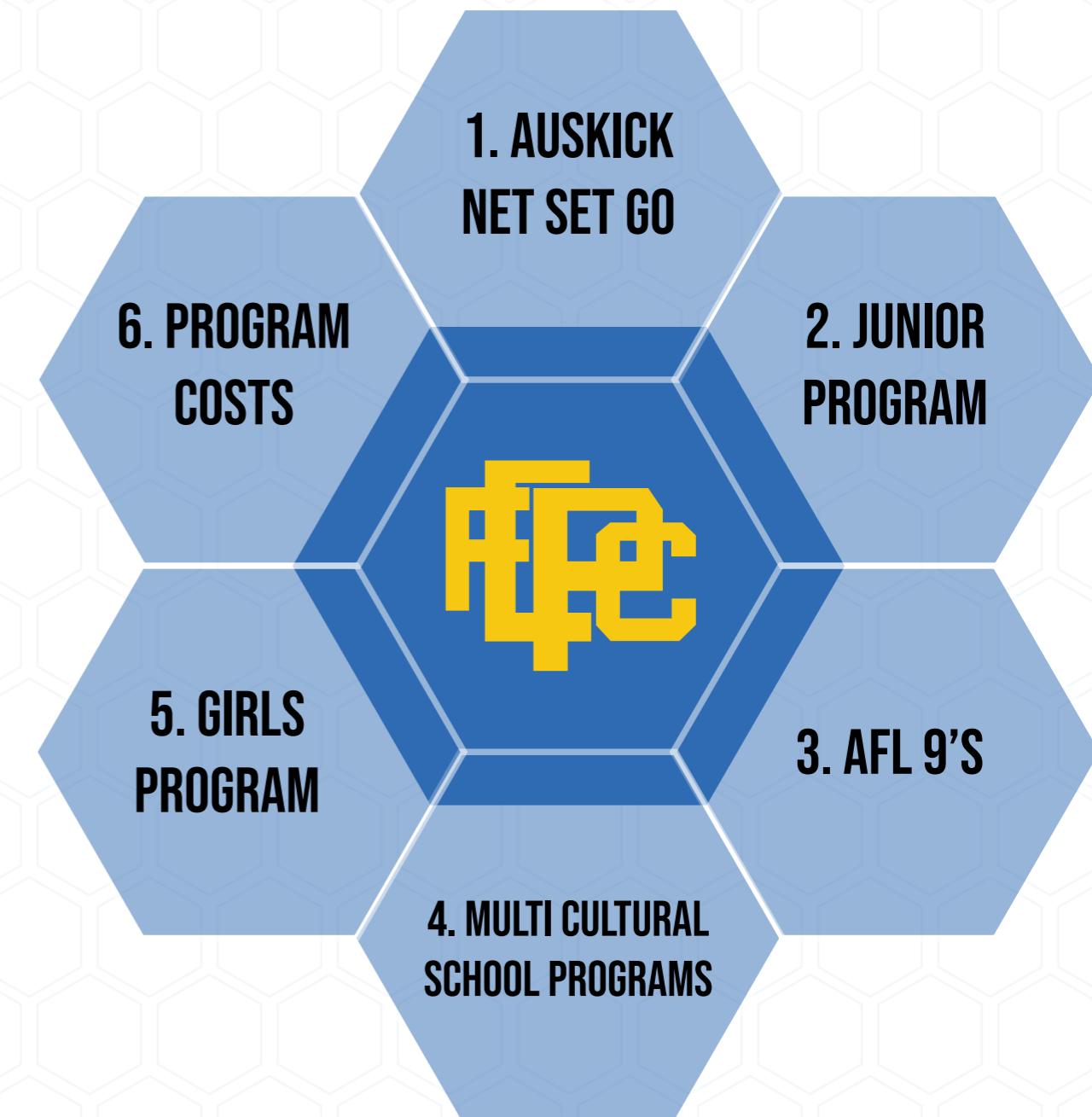
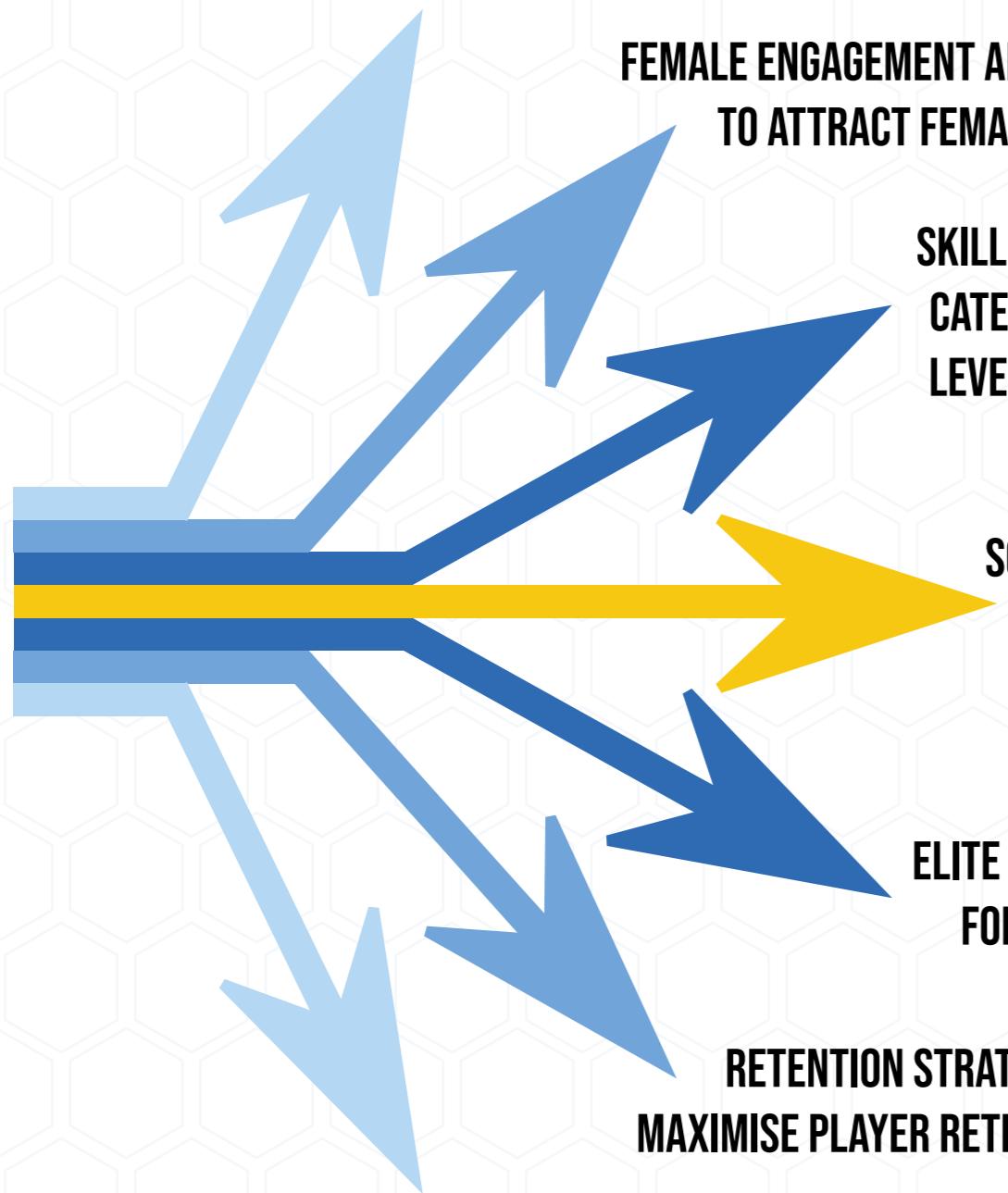
SKILL DEVELOPMENT PROGRAMS
CATERED FOR DIFFERENT SKILL
LEVELS TO MAINTAIN INTEREST

SOCIAL / OUT OF SEASON PROGRAMS
TO ENCOURAGE YEARROUND
PARTICIPATION

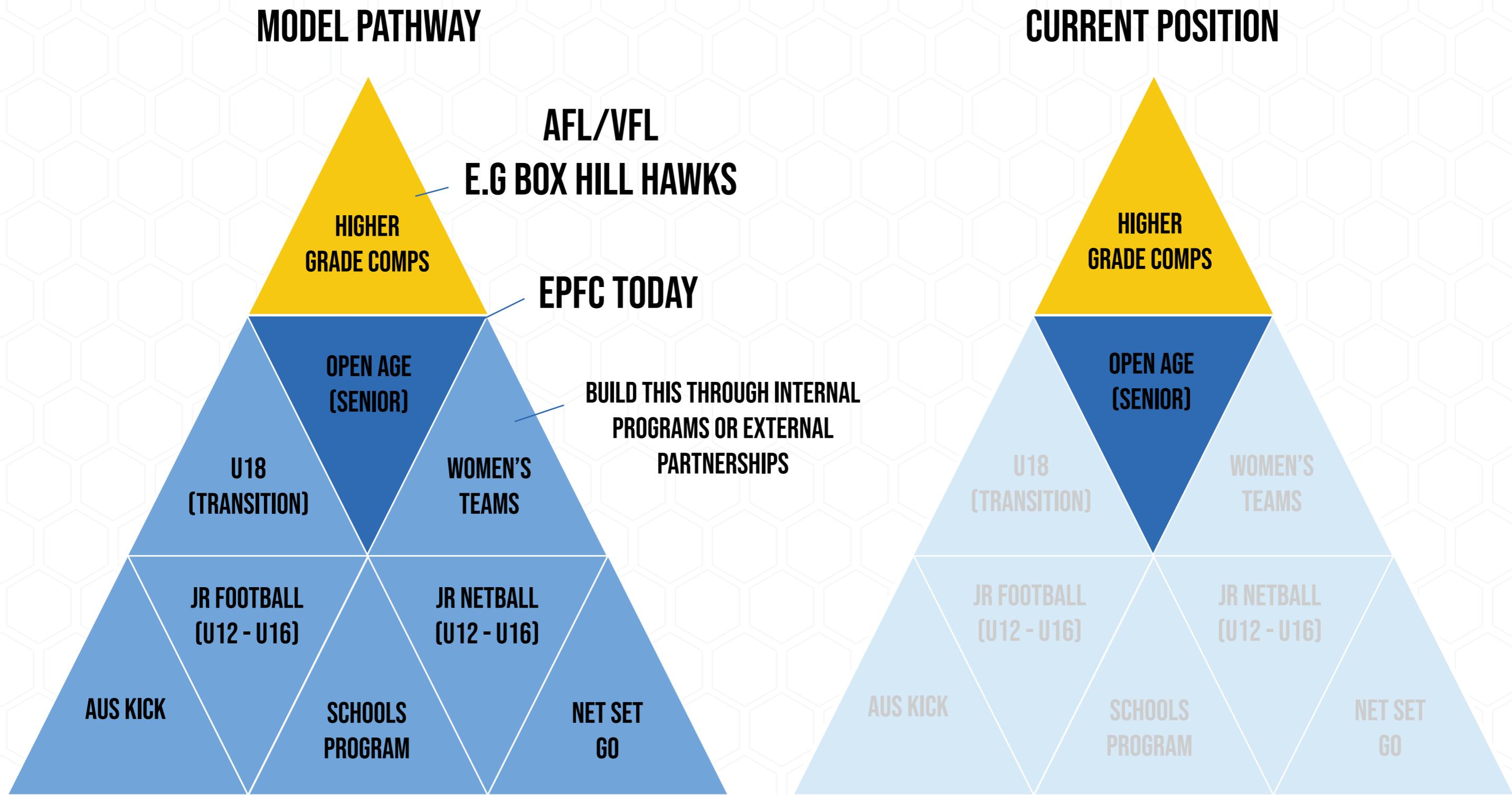
ELITE COMPETITION LINKAGES
FOR TALENTED PLAYERS

RETENTION STRATEGIES / PROGRAMS TO
MAXIMISE PLAYER RETENTION ACROSS AGE GROUPS

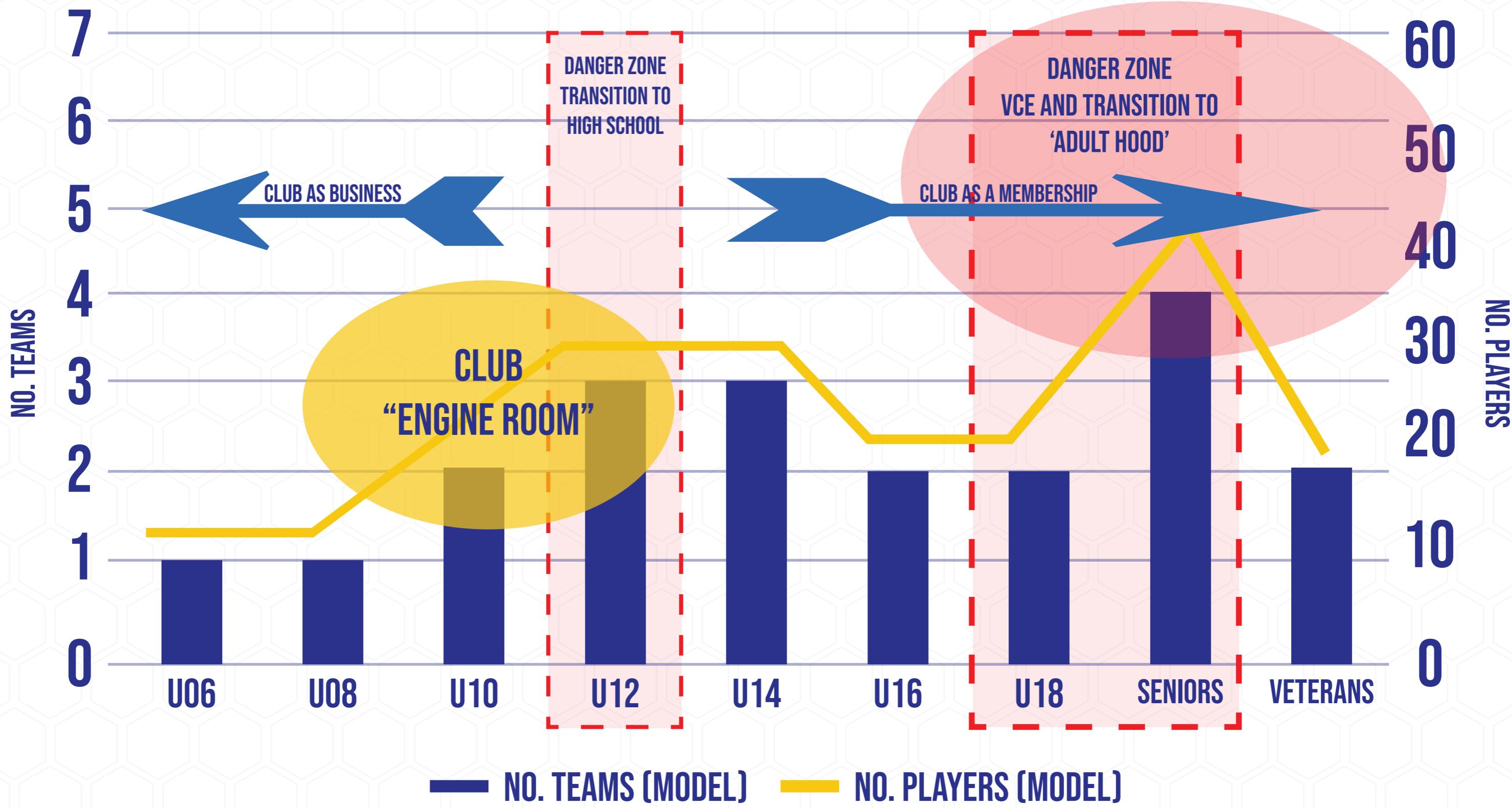
COACHING / UMPIRE DEVELOPMENT PROGRAMS
TO RETAIN CONNECTION WITH THE CLUB POST PLAYING



PROGRAM STRUCTURE



PROGRAMS AND PATHWAYS



TACTICAL ACTION PLAN - PROGRAMS & PATHWAYS

- ESTABLISH THE TEAM (TASK FORCE)
- DEVELOP PROGRAMS & PATHWAYS PLAN ("PPP")
 - REVIEW STATUS QUO OF PROGRAMS INCLUDING DROP OFF POINTS
 - AGREE MODEL/TARGET TEAM STRUCTURE
 - DOCUMENT GAP ANALYSIS BETWEEN STATUS QUO AND TARGET STRUCTURE
- IDENTIFY AND AGREE MECHANISMS TO MEASURE AND TRACK PROGRESS

- REVIEW PERSONNEL/ROLE REQUIREMENTS AS PROGRAMS DEVELOP
- REVIEW AND REFINE PROGRAMS TO FURTHER INCREASE PARTICIPATION AND SKILL DEVELOPMENT
- ALIGN ACTIVITIES WITH ENGAGEMENT INITIATIVES TO ENSURE KEY STAKEHOLDERS ARE ENGAGED
- DEVELOP NON-PLAYING PATHWAYS (I.E. UMPIRING, COACHING, ADMINISTRATION) WITHIN THE CLUB
- ENSURE ACTIVITIES ALIGN WITH OTHER IMPERATIVES: FACILITIES DEVELOPMENT; MEMBERSHIP EXPERIENCE; WORKFORCE MANAGEMENT; COMMUNICATION & ENGAGEMENT

- CLEAR INTERNAL AND EXTERNAL PATHWAYS ESTABLISHED TO SUPPORT PLAYER, COACH, UMPIRE AND ADMINISTRATOR DEVELOPMENT
- TARGET PROGRAMS ESTABLISHED WITH INCREASED PARTICIPATION FROM JUNIOR RANKS AND ABOVE
- PROGRESS MADE TOWARDS ACHIEVING MODEL TEAM STRUCTURES AND PARTICIPATION LEVELS



IDENTIFIED PRIORITIES

1. BUILD AND SECURE U19'S PROGRAM
2. IMPLEMENT AUSKICK AT ELEY PARK
3. DEVELOPMENT OF A COACHING PROGRAM
4. ATTRACT MORE VOLUNTEER SUPPORT
5. IMPLEMENT A VOLUNTEER ROSTER SYSTEM
6. INCREASING FEMALE PARTICIPATION THOUGH BUILDING RELATIONSHIPS WITH SCHOOLS / NEIGHBOURING CLUBS

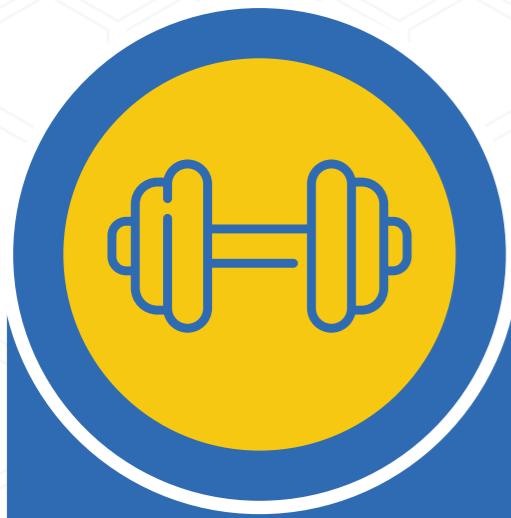
- IDENTIFY PROGRAMS INCLUDING THOSE TARGETED AT INCREASING RETENTION THROUGH DROP-OFF POINTS
- IDENTIFY ROLES REQUIRED AND NATURE OF THOSE ROLES (PAID/VOLUNTARY)
- APPOINT NECESSARY PEOPLE TO IDENTIFIED ROLES
- TELL THE ORGANISATION
- CONTINUE TO REVIEW AND REFINE PROGRAMS STRUCTURES
- ESTABLISH ONGOING LINKAGES WITH ELITE PLAYING CHANNELS AS WELL AS REFEREE & COACHING DEVELOPMENT ASSOCIATIONS

THE SURVEY AND WORKSHOP RESPONDENTS HIGHLIGHTED THE CURRENT CLUB FACILITIES AS BEING A SIGNIFICANT LIMITING FACTOR IN GROWING THE SPORTING COMMUNITY AT ELEY PARK.

FACILITIES



FACILITY DEVELOPMENT PLANS TO REFERENCE COUNCIL, LEAGUE AND GOVERNING BODY FACILITY STRATEGIES



TRAINING AND CHANGING FACILITIES

- IMPROVED TRAINING AREA
- FEMALE FRIENDLY CHANGE ROOMS
- GYM
- RECREATIONAL AMENITIES SUCH AS ICE BATH, STEAM ROOM ETC



PLAYING FACILITIES

- FIELD SURFACE UPGRADE WITH PROPER DRAINAGE AND WATER RETICULATION SYSTEM
- LIGHTING UPGRADE TO COMPETITION STANDARDS



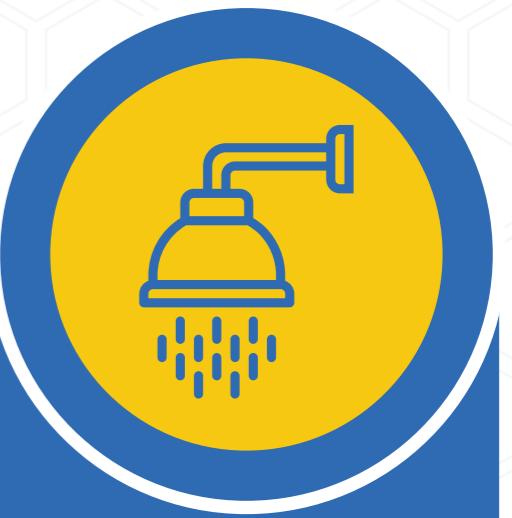
ACCESS TO SUFFICIENT FACILITIES

- SUFFICIENT SPORTING AND NON SPORTING FACILITIES TO ACCOMMODATE THE GROWING PARTICIPATION NUMBERS



COMMUNITY AREAS

- CLUBROOMS, LOUNGE & BAR
- ADMINISTRATION AREAS
- FULLY EQUIPPED KITCHEN
- FACILITIES FOR COMMUNITY AND SOCIAL EVENTS



BATHROOMS, AMENITIES AND ACCESSIBILITY

- LIGHTING
- MODERN FEMALE FRIENDLY AND INCLUSIVE TOILETS
- DISABILITY ACCESS

TO WORK WITH CLUB MEMBERS, THE LOCAL COUNCIL, OTHER GOVERNMENT STAKEHOLDERS, AND FUNDING CONTRIBUTORS TO PLAN AND IMPLEMENT STAGED FACILITY UPGRADES TO MEET FUTURE NEEDS

TACTICAL ACTION PLAN - FACILITIES DEVELOPMENT

- ESTABLISH THE TEAM
- DEVELOP A FACILITY DEVELOPMENT PLAN / MASTER PLAN
- ENGAGE OTHER CLUBS / COMMUNITY STAKEHOLDERS
- ENGAGE KEY COUNCIL AND POLITICAL STAKEHOLDERS
- IDENTIFY POTENTIAL GRANT FUNDING SOURCES TO INVESTIGATE GRANT FEASIBILITY
- IDENTIFY AND AGREE MECHANISMS TO MEASURE AND TRACK PROGRESS

- FINALISE FACILITY MASTER PLAN WITH INPUTS FROM KEY STAKEHOLDERS INCLUDING COUNCIL, CONTRACTORS, ADVISORS AND FUNDING PARTICIPANTS
- SUBMIT APPLICATIONS FOR ANY GRANT/FUNDING MECHANISMS TO SUPPORT MASTER PLAN
- APPOINT CONTRACTORS AS REQUIRED TO COMMENCE ACTIVITY ON LOWER COMPLEXITY/COST PROJECTS
- ENSURE ACTIVITIES ALIGN WITH OTHER IMPERATIVES: PROGRAMS & PATHWAYS; MEMBERSHIP EXPERIENCE; WORKFORCE MANAGEMENT; COMMUNICATION & ENGAGEMENT

- DEVELOPMENT OF A CLEAR FACILITIES MASTER PLAN
- ENGAGED AND SUPPORTIVE COUNCIL AND MPS
- DETAILED FUNDING PLANS TO ENABLE FACILITIES UPGRADES
- COMPLETED WORK ON HIGHEST PRIORITY FACILITY UPGRADES



IDENTIFIED PRIORITIES

1. FACILITY DEVELOPMENT PLAN
2. ADVOCATING WITH RELEVANT POLITICAL STAKEHOLDERS
3. CONTINUE TO NURTURE COUNCIL RELATIONSHIP
4. INSTALLATION OF A NEW SCOREBOARD
5. INSTALLATION OF SHELTERS AND PERMANENT SEATING FIXTURES
6. INVESTIGATING OPPORTUNITIES TO MOVE TO A BETTER FACILITY

- CONTINUED ENGAGEMENT WITH STATE AND FEDERAL MPS AS WELL AS LOCAL COUNCIL, NURTURING RELATIONSHIPS THROUGH CLUB EVENTS
- DETERMINE COUNCIL PRIORITIES & REVIEW AGAINST CLUB'S PRIORITIES
- CO-ORDINATE & ADVOCATE DRAFT FACILITY MASTER PLAN WITH COUNCIL, INCLUDING FUNDING SOURCES
- CONSIDER APPOINTMENT OF EXTERNAL PARTIES TO SUPPORT WITH COUNCIL ADVOCACY
- TELL THE ORGANISATION
- APPOINT EXTERNAL PARTIES AND CONTRACTORS AS REQUIRED TO COMMENCE ACTIVITY ON MORE COMPLEX PROJECTS
- COMMENCE WORK ON MAJOR PROJECTS

MEMBERSHIP EXPERIENCE



SKILL DEVELOPMENT PROGRAMS CATERED FOR DIFFERENT SKILL LEVELS TO MAINTAIN INTEREST

ESTABLISH A REGULAR PROGRAM FOR SURVEYING AND UNDERSTANDING HOW MEMBERS PERCEIVE THE CLUB

SOCIAL PROGRAMS TO ENCOURAGE YEAR-ROUND PARTICIPATION AND INTERGENERATIONAL ENGAGEMENT

STRATEGIES & PROGRAMS TO MAXIMISE PLAYER RETENTION ACROSS AGE GROUPS

SUPPORT MEMBERS TO VOLUNTEER, GIVE BACK, OR INFLUENCE DECISION-MAKING FOR THE CLUB

PROVIDE A RANGE OF WAYS TO PARTICIPATE IN THE CLUB, INCLUDING PLAYING AND SOCIALISING, IN ORDER TO ENHANCE ATTRACTION AND RETENTION.

TACTICAL ACTION PLAN - MEMBERSHIP EXPERIENCE

- ESTABLISH THE TEAM (TASK FORCE)
- DEVELOP MEMBER EXPERIENCE PLANS (INCL. DOCUMENT GAP ANALYSIS BETWEEN STATUS QUO AND TARGET)
 - IDENTIFY AND AGREE MECHANISMS TO MEASURE AND TRACK PROGRESS
 - IDENTIFY KEY STAKEHOLDERS
 - IDENTIFY KEY ROLES & RESPONSIBILITIES AND WORKFORCE NEEDS

- USE EVENTS, PROGRAMS AND COMMUNICATIONS TO DEVELOP INTER-SEGMENT ENGAGEMENT
- REVIEW AND REFINE PROGRAMS TO FURTHER ENHANCE MEMBERSHIP EXPERIENCE
- ENSURE ACTIVITIES ALIGN WITH OTHER IMPERATIVES: PROGRAMS & PATHWAYS; FACILITIES DEVELOPMENT; WORKFORCE MANAGEMENT; COMMUNICATION & ENGAGEMENT
- REVIEW PERSONNEL / ROLE REQUIREMENTS AS PROGRAMS DEVELOP

- CO-ORDINATED APPROACH TO ENHANCED MEMBERSHIP EXPERIENCE
- INCREASED COMMUNITY ENGAGEMENT ACROSS KEY AREAS OF OPERATIONS
- GREATER ENGAGEMENT OF MEMBERS AND VOLUNTEERS
- PERFORMANCE AGAINST TARGETS IS MEASURED AND IMPROVING IN LINE WITH (OR BETTER THAN) PROJECTIONS

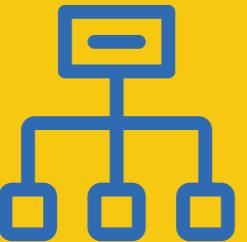


IDENTIFIED PRIORITIES

1. IMPLEMENTING A SOCIAL CALENDAR
2. IMPROVED COMMUNICATION METHODS
3. BUILD A CONTENT CREATION PLAN
4. PROVIDE BETTER MATCH DAY EXPERIENCE
5. AFTER MATCH PRESENTATION AND SOCIAL ACTIVITIES
6. SPONSORSHIP PACKAGES

- CHECK-IN WITH OTHER IMPERATIVES AND COORDINATE
- ENGAGE WITH KEY STAKEHOLDERS AS IDENTIFIED IN MEMBERSHIP EXPERIENCE PLAN
- IDENTIFY PROGRAMS INCLUDING THOSE TARGETED AT INCREASING RETENTION THROUGH DROP-OFF POINTS
- APPOINT NECESSARY PEOPLE TO IDENTIFIED ROLES
- TELL THE ORGANISATION ABOUT OUR VISION & STRATEGY – “LIVE IT”
- ESTABLISH ANNUAL REVIEW PROCESS INCLUDING PROGRESS ON STRATEGY

WORKFORCE MANAGEMENT



WORKFORCE STRUCTURE

- IDENTIFY AND SHARE LESSONS FROM LEADING CLUBS
- IDENTIFY AREAS OF RESPONSIBILITY AND REQUIRED UNDERLYING WORKFORCE STRUCTURE



ROLES & RESPONSIBILITIES

- REVIEW AND CLARIFICATION OF COMMITTEE ROLES TO STREAMLINE WORKFLOWS
- DOCUMENT RESPONSIBILITIES OF VARIOUS SUB-COMMITTEES AND KEY POSITIONS



VOLUNTEERS

- GREATER ACKNOWLEDGEMENT AND PROMOTION OF CONTRIBUTION OF VOLUNTEERS
- DEVELOP PLANS TO ENCOURAGE & ATTRACT NEW VOLUNTEERS AND TRAIN THEM



SUCCESSION PLANS “THE HEIR AND THE SPARE”

- IDENTIFY CRITICAL ROLES AND DEVELOP BACK UP PLANS
- IDENTIFY AND DEVELOP POTENTIAL SUCCESSORS
- DOCUMENT KEY PROCESSES AND ACTIVITIES TO MINIMISE KEY PERSON RISK

UNDERTAKE AND SUPPORT EFFECTIVE WORKFORCE MANAGEMENT INCLUDING COMMITTEES, ROLES & RESPONSIBILITIES, VOLUNTEERS, AND SUCCESSION PLANNING.

TACTICAL ACTION PLAN - WORKFORCE

- ESTABLISH THE TEAM
- IDENTIFY KEY ROLES & RESPONSIBILITIES TO SUPPORT WORKFORCE DEVELOPMENT
- REVIEW CURRENT PROGRAM
- DEFINE THE TARGET PROGRAM
- DOCUMENT GAP ANALYSIS BETWEEN STATUS QUO AND TARGET WORKFORCE
- IDENTIFY AND AGREE MECHANISMS TO MEASURE AND TRACK PROGRESS

- REVIEW PERSONNEL/ROLE REQUIREMENTS AS PROGRAMS DEVELOP
- REVIEW AND REFINE PROGRAMS TO FURTHER ENHANCE WORKFORCE MANAGEMENT
- ENSURE ACTIVITIES ALIGN WITH OTHER IMPERATIVES: PROGRAMS & PATHWAYS; FACILITIES DEVELOPMENT; MEMBERSHIP EXPERIENCE; COMMUNICATION & ENGAGEMENT

- CLEAR WORKFORCE MANAGEMENT STRUCTURES ESTABLISHED TO SUPPORT PLAYER, COACH, REFEREE AND ADMINISTRATOR DEVELOPMENT
- PROGRESS MADE TOWARDS ACHIEVING MODEL WORKFORCE MANAGEMENT STRUCTURES AND PARTICIPATION LEVELS

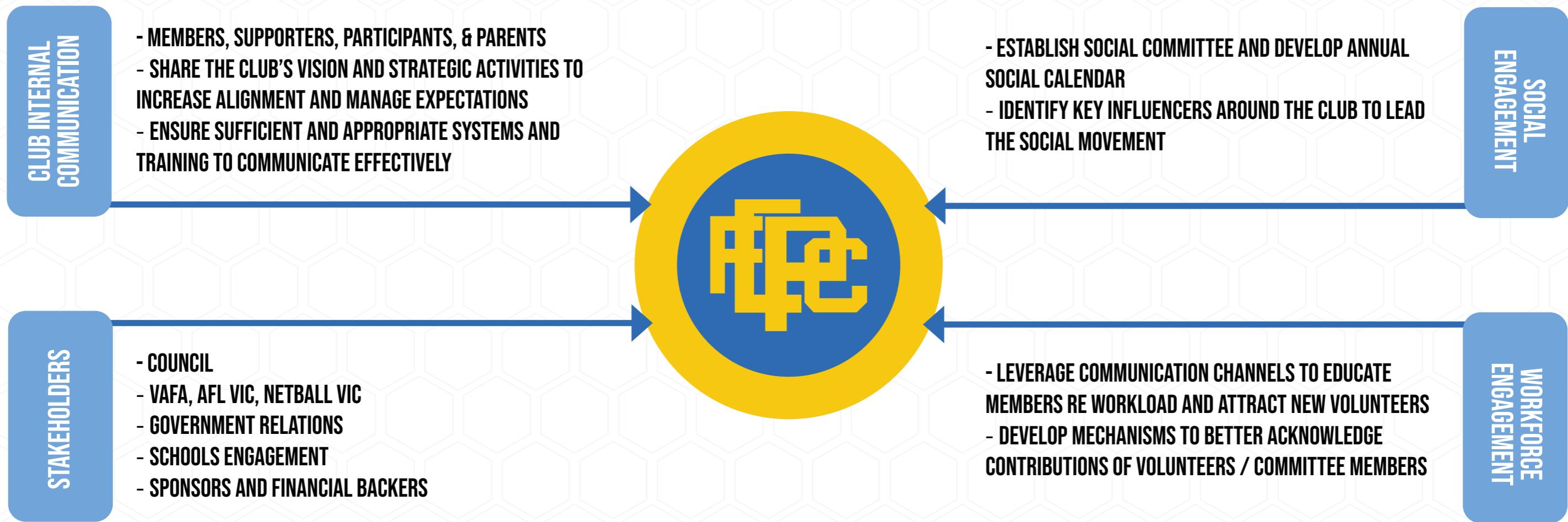


IDENTIFIED PRIORITIES

1. IDENTIFY ROLES AND RESPONSIBILITIES
2. DEVELOP A WORKFORCE STRUCTURE
3. REWARD SYSTEM FOR VOLUNTEERS / WORKFORCE
4. IMPLEMENT A SUCCESSION PLAN AND TRAIN PEOPLE INTO THEIR ROLES
5. LEARN ABOUT THE NEIGHBOURING CLUBS WORK STRUCTURE

- IDENTIFY PROGRAMS INCLUDING THOSE TARGETED AT AREAS OF WEAKNESS
- IDENTIFY ROLES REQUIRED AND NATURE OF THOSE ROLES (PAID/VOLUNTARY)
- APPOINT NECESSARY PEOPLE TO IDENTIFIED ROLES
- TELL THE ORGANISATION
- CONTINUE TO REVIEW AND REFINE WORKFORCE MANAGEMENT STRUCTURES

COMMUNICATION & ENGAGEMENT



IDENTIFY AND DEVELOP OPPORTUNITIES AND CHANNELS TO COMMUNICATE OFTEN AND ENGAGE DEEPLY WITH THE CLUB'S MEMBERSHIP, STAKEHOLDERS AND GENERAL COMMUNITY.

TACTICAL ACTION PLAN - COMMUNICATION & ENGAGEMENT

- ESTABLISH THE TEAM (TASK FORCE)
- DEVELOP CLUB ENGAGEMENT AND COMMUNICATIONS PLANS (INCL. DOCUMENT GAP ANALYSIS BETWEEN STATUS QUO AND TARGET)
- IDENTIFY AND AGREE MECHANISMS TO MEASURE AND TRACK PROGRESS
- IDENTIFY KEY STAKEHOLDERS (INCLUDING SCHOOLS, BUSINESSES, COUNCIL)
- IDENTIFY KEY ROLES & RESPONSIBILITIES (E.G. SCHOOL CHAMPIONS) AND WORKFORCE NEEDS

- USE EVENTS, PROGRAMS AND COMMUNICATIONS TO DEVELOP INTERSEGMENT ENGAGEMENT (JUNIORS, SENIORS, PARENTS)
- ESTABLISH OPERATING RHYTHM AROUND COMMUNICATION ACTIVITIES AND ALLOCATION OF RESPONSIBILITIES
- ALIGN COMMUNICATION CHANNELS
- ENSURE ACTIVITIES ALIGN WITH OTHER IMPERATIVES: (PROGRAMS & PATHWAYS; FACILITIES DEVELOPMENT; MEMBERSHIP EXPERIENCE; WORKFORCE MANAGEMENT)

- CO-ORDINATED APPROACH TO OPERATIONAL COMMUNICATIONS AND MEMBER ENGAGEMENT
- INCREASED COMMUNITY ENGAGEMENT ACROSS KEY STAKEHOLDER GROUPS
- GREATER ENGAGEMENT OF MEMBERS THROUGH EVENTS
- GREATER VOLUNTEER ENGAGEMENT



IDENTIFIED PRIORITIES

1. CREATE A COMMUNICATION AND CONTENT PLAN
2. REVIEW THE COMMUNICATION CHANNELS AND MAKE APPROPRIATE CHANGES
3. KEEPING DIGITAL PLATFORMS UP TO DATE
4. ENGAGEMENT WITH STAKEHOLDERS SUCH AS COUNCIL, SSO, SPONSORS ETC
5. DEVELOPING AN ALL YEAR ROUND SOCIAL CALENDAR

- REVIEW KEY COMMUNICATION TOOLS TO MAXIMISE EFFECTIVE USAGE (E.G. MAILCHIMP, SOCIAL MEDIA, WEBSITE, TEAMSTUFF)
- ENGAGE WITH KEY STAKEHOLDERS AS IDENTIFIED IN ENGAGEMENT PLAN, PARTICULARLY LOCAL SCHOOLS
- ESTABLISH CALENDAR OF EVENTS AND BUILD OUT EVENT ENGAGEMENT PLANS
- TELL THE CLUB ABOUT OUR VISION & STRATEGY
- ESTABLISH ANNUAL REVIEW PROCESS CAPTURING ON AND OFF FIELD HIGHLIGHTS INCLUDING PROGRESS ON STRATEGY
- DEVELOP LINKS TO LOCAL MEDIA TO ENHANCE COMMUNICATIONS WITH LOCAL COMMUNITY STAKEHOLDERS