

# EMJFC – Strategic Plan (2012 – 2014)

*Participation (9s & 10s) ...Development (11s & 12s)...Performance (13s+)*

**Last Revised:  
31 May 2012**

| Where are we today?  | Where are we going by when?  |   | How are we going to get there?  |   |   |
|--|--|---|---|---|---|
| Analysis<br>"The Compelling Case"  | Desired Future<br>-3-5 Yr Outlook  | Objectives/Measures<br>FY12-FY13  | Risks<br>( Those rated Medium / High )  | Strategies<br>"The key things that we must "do well" to minimise our key strategic risks and maximise our opportunities"  | Initiatives<br>"Action Plans"   |
| <p>EMJFC operates on a well-established platform – 25 YR history, strong membership numbers, growing interest in football from boys and girls</p> <p>Stable and growing membership remains critical to our ongoing success – parents &amp; children make choices about what club offers the "best overall football experience and fun"</p> <p>Sponsorship Support both at team and Club level is critical to continued re-investment in the Club; both on and off field</p> <p>Governing bodies and Stakeholders have increased expectations around professionalism in management at Club level; quality in governance will soon become the norm</p> | <div style="background-color: #4a86e8; color: white; text-align: center; padding: 2px; margin-bottom: 5px;"><b>Vision &amp; Mission</b></div> <p style="text-align: center;"><b>Our Vision</b></p> <p>To develop our players' skills, our families' love of the game, and lasting friendships and memories for all</p> <p style="text-align: center;"><b>Our Mission</b></p> <p>To provide a facility for young people to participate in and enjoy Australian Rules Football at a junior level.</p> <p>To ensure that our teams are involved in a properly constituted and administered competition.</p> <p>To develop the skills and sportsmanship ideals of our players.</p> <p>To provide a forum for family participation in sport.</p> <p>To encourage the growth of team spirit and friendship amongst players, parents and supporters.</p> <p>To create an environment that players, parents and supporters can enjoy.</p> <div style="background-color: #4a86e8; color: white; text-align: center; padding: 2px; margin-top: 10px;"><b>Critical Capabilities</b></div> <p style="text-align: center;"><b>Engaging &amp; Developing Children</b></p> <p>Players need to be engaged if they are to learn and enjoy their football experience</p> <p style="text-align: center;"><b>Relationships &amp; Stakeholder Management</b></p> <p>EMJFC operates in an environment that relies on active contribution and support from others; having productive relationships is critical to achieving goals, both ours and theirs</p> <p style="text-align: center;"><b>Community Building</b></p> <p>EMJFC brings together a cross-section of our community, and provides the opportunity for us as a Club to reinvest in the community in ways that enhance the social agendas that are important to us all</p> | <p style="text-align: center;"><b>Skill Development</b></p> <p>We know developing skills is the No. 1 priority if children are to stay involved in, and enjoy their football</p> <p style="text-align: center;"><b>Knights' Community</b></p> <p>We know that the Knights is a great opportunity to be part of a different community to our schools and homes, so we will do our best to reflect the importance of community in our team selections, social events, and Club administration</p> <p style="text-align: center;"><b>Reputation</b></p> <p>We know the good standing in which the Knights' is held, so will do all we can to maintain a reputation that we are a Club with exemplary behaviour (players and parents alike) and a Club are Sponsors are proud to support</p> <p style="text-align: center;"><b>Member Value</b></p> <p>We know our members have choices in Clubs they join, so will invest in areas that are important to them and the long term security of the Club</p> <p style="text-align: center;"><b>Quality Club</b></p> <p>We know external benchmarks represent an objective verification as to our governance of the Club, so will strive to maintain Quality Club status???</p> <div style="background-color: #4a86e8; color: white; text-align: center; padding: 2px; margin-top: 10px;"><b>Measures</b></div> <p style="text-align: center;"><b>Skill Development</b></p> <p>Graded Teams Represented in Finals<br/>Participants in Interleague &amp; Development Squads<br/>No of Level 2 Coaches</p> <p style="text-align: center;"><b>Knights' Community</b></p> <p>Successful MSC operation<br/>Community partner</p> <p style="text-align: center;"><b>Reputation</b></p> <p>Youth Girls &amp; 17s<br/>SMJFL Club of the Year</p> <p style="text-align: center;"><b>Member Value</b></p> <p>Retention Rate/100 plus Games<br/>New Members</p> <p style="text-align: center;"><b>Quality Club</b></p> <p>Sponsorship Levels<br/>Achieve Gold Status in 2013</p> | <p style="text-align: center;"><b>Skill Development</b></p> <p>Losing young players to the game and/or other clubs because of a "poor experience" in their initial year(s) of playing.</p> <p style="text-align: center;"><b>Knights' Community</b></p> <p>Failure to adequately inform, educate, or align our Parents and Coaches to the Club's Vision, Mission, and policies</p> <p>Losing older players to Club because of our inability to field sufficient registrations</p> <p style="text-align: center;"><b>Reputation</b></p> <p>Poor behaviour; of players and parents<br/>Conflicts with stakeholders</p> <p style="text-align: center;"><b>Member Value</b></p> <p>Funding shortfalls – members and/or key sponsors</p> <p style="text-align: center;"><b>Quality Club</b></p> <p>Committee Turnover<br/>Loss of volunteers</p> | <p style="text-align: center;"><b>Skill Development</b></p> <p>Football pathways - we will do our best to create a football development philosophy that is appropriate to age level, and caters to different skill levels (the "Knights Way")</p> <p style="text-align: center;"><b>Community</b></p> <p>Secure Dunlop Reserve as the "Home of the Knights" through becoming an equal member of the Malvern Sports Club</p> <p style="text-align: center;"><b>Reputation</b></p> <p>Maintain productive relationships with the broad set of stakeholders – League, Council, Co-tenants, Sponsors, and SMJFL member Clubs</p> <p style="text-align: center;"><b>Member Value</b></p> <p>Provide an environment that is conducive to our members, guests and their families</p> <p style="text-align: center;"><b>Quality Club</b></p> <p>Upgrade policy and Committee administration to sustain Gold Club status</p> | <p style="text-align: center;"><b>Skill Development</b></p> <ul style="list-style-type: none"> <li>•Coaches Program: Equip and support our Coaches to perform well at all times by having access to coaching techniques, development opportunities, feedback from players/parents, and each other</li> <li>•Resource and support opportunities for our strong performers to be recognised in the league; and to qualify for Interleague and other Pathway programs (eg Sandringham Dragons development squads)</li> <li>•To identify and appoint the best possible coaches and assistants each season.</li> </ul> <p style="text-align: center;"><b>Community</b></p> <ul style="list-style-type: none"> <li>•Reinvest in the amenity of our Clubrooms and relationships with co-tenants by becoming an equal 1/3 member of the Malvern Sports Club</li> <li>•Revamp regular social forums (Friday nights and Monthly awards nights) to make them more accessible and</li> <li>•Look to promote our 25 Years through our Night of Knights</li> <li>•Establish a Knights' Alumni..</li> </ul> <p style="text-align: center;"><b>Reputation</b></p> <ul style="list-style-type: none"> <li>•Coordinate a social awareness campaign and invite other junior sporting clubs in District</li> <li>•Coordinate development of Northern Umpires Academy</li> </ul> <p style="text-align: center;"><b>Member Value</b></p> <ul style="list-style-type: none"> <li>•Maintain subscriptions at 2010 levels for the next 2 years</li> <li>•Look to formalise 3-tiers of Sponsorship (Major, Club, and Team levels)</li> <li>•Look to secure additional sources of funding over time through operation of MSC</li> <li>•Promote health and safety in injury management (medical) food (canteen) and environment (change-rooms)</li> </ul> <p style="text-align: center;"><b>Quality Club</b></p> <ul style="list-style-type: none"> <li>•Adopt Model Rules of Association</li> <li>•Succession Planning for key appointments (Committee members, Coaches)</li> <li>•Refresh website to align with Strategic Plan</li> </ul> |