



*Bribie Island*  
**TIGERS**

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## **5 Year Strategic Plan**

2018 - 2022



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## **1. ORGANISATION**

### **1.1 Organisational Details**

- Full Legal Name – Bribie Island Soccer Football Club Inc.
- ABN – 54700972674
- Incorporation – 7402 since 5 July 1990
- GST – Registered for GST since 1 December 2015
- Postal Address – PO Box 121, Bribie Island Queensland 4507
- Street Address – Recreation Ground, Entrance 2, 156-206 First Avenue, Bribie Island Queensland 4507
- Local Government Authority – Moreton Bay Regional Council
- Tenure Details – Lease from Council

### **1.2 Contact Details**

- Email – [committee@bribieislandfc.com.au](mailto:committee@bribieislandfc.com.au)
- Website – [www.bribieislandfc.com.au](http://www.bribieislandfc.com.au)
- Facebook – [www.facebook.com/bribieislandfc](http://www.facebook.com/bribieislandfc)

### **1.3 Membership Profile**

Category	2016 (actual)			2017 (actual)		
	Male	Female	Total	Male	Female	Total
Miniroos Kickoff	11	0	<b>11</b>	15	3	<b>18</b>
Miniroos (u6-u11)	110	21	<b>131</b>	120	26	<b>146</b>
Juniors (u12-u17)	32	22	<b>54</b>	44	9	<b>53</b>
Seniors	17	7	<b>24</b>	35	9	<b>44</b>
<b>TOTAL</b>	<b>170</b>	<b>50</b>	<b>220</b>	<b>214</b>	<b>47</b>	<b>261</b>
Life members			<b>26</b>			<b>27</b>
Other members			<b>2</b>			<b>2</b>



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## **2. OUR DIRECTION**

### **2.1. Vision**

- Recognition by the local community as an ambitious football club

### **2.2. Mission**

- Attain recognition and respect from Sunshine Coast/Moreton Bay communities for excellence in developing players, coaches and teams.
- Provide a family atmosphere with all coaches, players, parents and administrators working together for the integrity and future of our club.
- Engage with the community on Bribie Island and surrounding districts.
- Attract new volunteers, supporters, and players ensuring growth, continued success and viability of our club

### **2.3. Values**

- SUPPORT – Those who support the club in particular our sponsors and members, attracting the support and respect of the local community.
- EXCELLENCE – Strive to support the greatest level of achievement for members, players and volunteers.
- LEADERSHIP – Facilitating successful performance in sport and progressive in our actions.
- FAIR PLAY - Follow the principles of fair play both on and off the field.
- INTEGRITY - Conduct business in an honest, ethical and trustworthy manner.
- ENGAGEMENT - Listening and informing with external and internal communications.
- STEWARDSHIP – Continuous improvement in accountability standards and business practices.



#### **2.4. Goals and Objectives**

- To be a sought after destination in relation to player development with benchmark measures in place in all aspects of coaching and junior development, refereeing and club administration
- Opportunities for all coaches, players, administrators and referees at the club to be able to develop to their potential
- To promote a positive culture and leadership at BISFC
- Promote as a strong community value our stance on non-violent behaviour and positive role modelling for young people

### **3. OUR PLAN**

#### **3.1 Football**

- Critical Success Factors:
  - Football education programs – Coaches have a leading responsibility for the quality of participation experience offered to players and their families. It is critical that they have access to appropriate development and education resources to ensure that they are properly equipped to carry out this important responsibility.
  - Football pathways – Playing against quality players will achieve improvement in individual quality and performance
  - Growth in player numbers – Attracting new young participants and providing consistent, high quality first time football experiences is important. Additionally, initiatives that focus on making football more accessible for families and eliminating barriers to participation will grow our membership and contribute to the health of the club.

Football Education Programs	2018	2019	2020	2021	2022
Better access to SCF DOC funding	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop a coach development plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish a library of information where coaches can access drills and training ideas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Increase the number of accredited coaches	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Football Pathways	2018	2019	2020	2021	2022
Enter teams in competitions to build capability such as FFA cup knockout	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Promote player pathways	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Growth in Player Numbers	2018	2019	2020	2021	2022
Develop strategies for retaining existing players through their playing careers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop events and activities for recruiting players to the club at an early age	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide football opportunities that focus on increasing female participation numbers, including Small Sided Football and introductory programs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 3.2 Operations

- Critical Success Factors:
  - Volunteer participation for Strategic, Operational and Service Delivery roles - It is becoming increasingly difficult to identify volunteers whilst at the same time coping with growing participant numbers and increased regulatory demands, with resources that are becoming proportionally smaller year on year.
  - Coordination of Match Day including Canteen, Ground Officials, Referees, Results – To ensure the smooth operations of the game and compliance with competition requirements.
  - Member Protection – Providing a safe and supportive environment for our players improves the football experience for each player.

Volunteer Participation	2018	2019	2020	2021	2022
Develop induction for volunteers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Review volunteer positions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Advertise and promote volunteer positions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Establish a regular coaches and managers meeting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



Match Day Coordination	2018	2019	2020	2021	2022
Install point of sale technology to improve canteen and bar operations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Review Canteen Operations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish a checklist of tasks for HOME match day	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Member Protection	2018	2019	2020	2021	2022
Raise awareness of member protection	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Participate in SCF initiatives such as Silent Saturday	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

### 3.3 Facilities

- Critical Success Factors:
  - Asset and Infrastructure Management – Improving our facilities will allow the club to provide different options for our players and an expanded participation in the SCF competition.
  - Facility management and maintenance - Access to, and management of, adequate facilities is important to support the growth of the club and the development of our players.

Asset and Infrastructure Management	2018	2019	2020	2021	2022
Equipment Storage Solution	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outside play area for children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Improved disabled access	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Redevelopment of lower club house including male toilets	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Floodlights for junior fields (at back of Field 1)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grandstand seating for Field 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>



Asset and Infrastructure Management	2018	2019	2020	2021	2022
Install kickboards to fencing behind goals on Field 1 – southern end only	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Install 15m high netting between field 1 and fields 5, 6, 7 and 8	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All weather strips to east and west of Field 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Increase spectator shade for Fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Lobby MBRC for fitness station at sports fields	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Floodlights for Field 2 and 3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Facility Management and Maintenance	2018	2019	2020	2021	2022
Installation of security cameras and lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Installation of PA system	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Installation of Solar Panel System	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Replace players benches (Field 1)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Upgrade player benches (Field 2 and 3)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fencing for Field 1	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish register of work and prioritise	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 3.4 Marketing, Sponsorship & Fundraising

- Critical Success Factors
  - Marketing & promotion of BISFC to local businesses, council and community - Well-designed marketing and promotional strategies ensure long-term success through increased memberships and profitability.
  - Engagement with sponsors – Creates a mutually beneficial arrangement by raising funds for the club and putting the sponsor business front and centre with our members.

- Fundraising planning and management – It is important: to raise funds for needed items, operations and club improvement.

Marketing and Promotion	2018	2019	2020	2021	2022
Review marketing plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote the game by engaging the community through social media	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Improve media relations to maximise sponsorship and promotion opportunities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Sponsors	2018	2019	2020	2021	2022
Review Sponsorship packages	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase club sponsorship arrangements and engagement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retain current sponsorship base	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Fundraising	2018	2019	2020	2021	2022
Establish a fundraising committee	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implement endorsed fundraising activities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 3.5 Administration and Finance

- Critical Success Factors
  - Positive leadership and risk management
  - Club management succession planning – Identifying individuals who will be able to replace the club management committee is an important component to ensuring the future operations of the club.
  - Planning both strategically and operationally is important to ensure the club is growing in the intended direction.
  - Strong and robust governance, administration, financial management and health and safety is essential to club operations.

Leadership and Risk Management	2018	2019	2020	2021	2022
Implement actions identified in WPHS register and other registers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Succession Planning	2018	2019	2020	2021	2022
Develop a process to identify talented candidates and have them work-shadow positions	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Planning	2018	2019	2020	2021	2022
Review and update Strategic Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Undertake annual survey to inform strategic plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Governance, Administration, Financial Management and Health and Safety	2018	2019	2020	2021	2022
Review communication methods for club	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Document procedures for club administration processes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## **4. SUMMARY OF ACHIEVEMENTS**

### **4.1 Achievements in 2015**

- Update Rules of Association
- Volunteer Recognition and Rewards Process Implemented

### **4.2 Achievements in 2016**

- Upgrade of floodlights Field 1
- Installation of Electronic Scoreboard
- Introduction of annual feedback survey

### **4.3 Achievements in 2017**

- Upgrade of Canteen
- Establishment of Club Policies, Handbook and Governance Framework
- Refresh the Club Website