

PITTWATER TIGERS JUNIOR AFL CLUB INC

STRATEGIC PLAN

2022 - 2025



**PITTWATER
TIGERS**
JUNIOR AFL CLUB





1. Introduction

1.1 Acknowledgement of Country

As a sign of respect, Pittwater Junior AFL Club acknowledges the traditional custodians, the Gayamaygal and Garigal and their Country, of these lands on which we play, and pay respect to Elders past and present.

1.2 Foreword

This Strategic Plan has been developed in 2022 under the framework set by the NSW/ACT AFL. It seeks to set the vision and direction of the Club, and provides a focused framework to guide the Committee's priorities and decision making during 2022 to 2025.

The purpose is to eliminate as much uncertainty about the future as possible to allow the Club to move forward in a proactive rather than a reactive manner.

Together, with the management framework of the Club's Constitution, the Club seeks to implement a "Best Practice" governance and management structure for its members as expected of a volunteer sporting body.

1.3 Constitutional Framework

Pittwater Tigers JALF Club Inc was established in 1970. It is now guided under the NSW Associations Incorporation Act 2009.

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.

1.4 Implementation Framework

The Plan objectives will be planned and implemented through the approved Operational Action Plan set annually. The Committee will provide an annual report detailing performance against the Plan at the Club's Annual General Meeting.

The process of implementing a Club Strategic Plan is ongoing. It involves regular evaluation and discussion by the decisions makers – the Committee – of the Club.

1.5 Organisational Structure

The organisational structure of the Club to implement the Plan is reviewed annually. It is subject to dynamic change to suit the operational requirements of the Club each season.

1.6 Review Period

The Plan will be reviewed annually by the Management Committee with a full review undertaken every 3 years. The endorsed Plan (including any amendments) will be published for the Members on the Pittwater Tigers website.



2. Vision + Principles

Our Vision

By 2025 the Pittwater Tigers Junior Football Club will be a leading community Australian Rules Football Club in Sydney.

We will foster a membership that provides an inclusive environment for children and their families to enjoy, participate and develop their skills, be that playing, umpiring or volunteering, as part of our Pittwater community.

2.1 Our Mission

To inspire and support our players and the Tigers Community to be the best football club on and off the field.

2.2 Our Core Values

Pride, Fun and Community Spirit are the principles that will drive the Club forward to deliver our strategic mission and vision.

PRIDE: Respect for our Club, team-mates, opponents, officials, supporters and the game.

FUN: A fun, family friendly environment that is welcoming and encouraging.

COMMUNITY SPIRIT: We are all about Team, no one person is bigger than the Club. Our Tiger's community embraces diversity, equality, culture and inclusion.

2.3 Plan Format

The Plan is set around the following four key pillars with associated Strategic Missions that align with the operational outputs of the Club :



PARTICIPATION

To ensure a strong and positive club culture to retain and attract membership . We respect diversity and inclusiveness, and we will give everyone a fair go. We will provide a safe and healthy environment for our players and teams to develop and perform at their best.



GOOD GOVERNANCE

We seek to have operational excellence and financial sustainability through sound, innovative leadership and management to pursue the interests of the Pittwater Tigers Junior Football Club.



FOOTBALL

To maintain a family friendly football environment whilst providing suitable facilities and a development program to produce the best footballers, coaches and umpires.



COMMUNITY

To create strong intra-community (Tigers) and inter-community (Pittwater) relationships and inclusion in all aspects of the Club including our partnerships with Northern Beaches Council and our fellow club house sporting Club stakeholders to ensure the sustainability of the club, facilities and infrastructure.

3. Strategic Directions + Recommendations

Plan of Action

PILLAR	KEY RESULT AREA	ISSUE	GOAL	RECOMMENDATION
Participation	Player Membership	Our Auskick participant numbers have declined and females teams are losing players once they move from Auskick.	To increase player membership and diversity including all female teams.	<p>Prepare a Membership Drive Strategy.</p> <p>Work with relevant stakeholders to address facility concerns (see Football – Facilities) including Clubhouse redevelopment to address female amenities, lighting and field drainage concerns that contributes to the decline in membership.</p>
	Player Development	A lot of work has been completed in 2022 to improve player development but requires further improvements.	To provide opportunities for player development both within the club and outside pathways including identification and recommendation.	<p>Continue the Development Squad at a subsidized rate to improve player development and enable all players to participate no matter their skill level.</p> <p>Identify talent and provide options and details on progressing representation opportunities.</p>

PILLAR	KEY RESULT AREA	ISSUE	GOAL	RECOMMENDATION
Participation (contd)	Player Development (contd)		To have clear and transparent grading policies respect of age, ability, safety and the fostering of enjoyment of participation.	To prepare a documented selection and grading policy 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
		Inclusion and Diversity	<p>Our female participant retention rates can be significantly improved.</p> <p>Our Club Facilities do not have female change rooms. They are not welcoming for females.</p> <p>Our Club does not have facilities nor expertise in supporting children with disabilities.</p>	<p>To provide a Club environment that is welcoming to all within our community being inclusive and supporting diversity.</p> <p>Make our Club 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.</p> <p>To 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</p>

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Participation (contd)	Child Safety	Clubs are strongly encouraged to have Child Protection Policies in place.	To prioritise the safety of children.	Review and adopt the Child Safe Framework set by the NSW/ACT AFL across all Pittwater Tigers operations.
		The Working with Children Check (WWCC) is a requirement for anyone in paid or volunteer child-related work in NSW. Employers and organisations must verify the WWCC details of anyone they engage in child-related work. The Check lasts for 5 years and undergoes continuous monitoring.		Ensure all volunteers working with children have valid and current volunteer WWCC. Keep a record.
Good Governance	Administration	Many of the processes have been automated where possible and are all electronic however the process is not documented	To improve, simplify and document the administrative side to allow anyone to be able to assist and reduce the time required to run the club where possible.	Prepare Standard Operating procedures, Position Descriptions (many from NSW/ACT AFL).
	Revenue Streams	There is an opportunity to improve our revenue streams.	To 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.	Develop a sponsorship and fund-raising strategy. Develop a “buy-a-brick” program for members and the Pittwater Community to have their name written in perpetuity to assist with the Club’s contribution to a redeveloped site.

PILLAR	KEY RESULT AREA	ISSUE	GOAL	RECOMMENDATION
Good Governance (contd)	Constitution	The Constitution has not been updated for some time.	To ensure the Club governance and management structure meets the current and future operational needs of the Club.	Undertake a review of the Constitution in line with the NSW Incorporated Associations Model Constitution and the NSW/ACT AFL Model Constitution to ensure it meets the Club's needs.
	Committee succession planning	It is often difficult to fulfil roles of the Committee each season as many volunteers don't feel they have enough experience or knowledge.	To ensure the Committee has volunteers ready to succeed Committee positions as they become vacant. Seek to have greater female representation on the Executive Committee.	Implement succession planning for Committee and other key operational roles. Target and encourage females for possible leadership roles
	Strategic Planning	Our Strategic Plan needs to have a complimentary action plan.	To prepare an annual Strategic Plan implementation Plan.	Prepare an Annual Strategic Plan Action Plan including timeframes, responsibilities, budget and indicators.
Football	Volunteers	There are currently limited volunteers.	To improve the experience of volunteers hence increasing the number of volunteers and ensure continuity in the Club's Committee and volunteers.	Improve the Club Culture, training, rewards. Improve volunteer facilities in any Clubhouse redevelopment. Use online training modules from NSW/ACT AFL as appropriate.
	Pathways and support for volunteers	We need to ensure there is adequate and appropriate support for volunteer coaches, umpires and administrators to ensure we meet our requirements for now and when gaps arrive as families move on.	To implement a clear pathway for coaches, umpires, administrators and support staff that enables them to reach their potential. Promote referee and coach education courses.	Assist volunteers to attend educational courses e.g. Level 1 Coaching - financially or with equipment. Implement a Club Coach Coordinator program. Continue to engage paid experienced coaches to support our volunteers..

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Football (contd)	Facilities	Club facilities have significant deficiency in the equality of change rooms, particularly gender friendly such as lockable shower cubicles & toilets.	To work with Council and fellow Clubhouse sporting organisation stakeholders to redevelop the site to accommodate female participants, those with disabilities and the increase in player memberships.	Apply for grants, sponsorship and fundraise to improve the facilities while working with Council to seek a budget allocation.
		There are significant black spots with the field lighting. There significant problems with field drainage and the inability to use the fields after rain.	To work with Council to improve lighting and field drainage to maximize playing time.	Participate in the review and update of the North Narrabeen Reserve Plan of Management as a key stakeholder of the site to address the facility equality, lighting and field drainage concerns.
Community	Communication and Marketing	Getting information out in a timely fashion to the right people in a society overloaded by emails, text messages and social media.	To utilise best practice tools for communication and marketing capitalising on technology and the vast reach of social media along with apps for real time marketing and communication.	Establish a marketing strategy including the message, communication, Club corporate identity, brand awareness and who is responsible.
	Excellence in Conduct	We expect our Committee, members, volunteers and players to act in accordance with the AFL Code of Conduct, in relation to expected standards of behaviour on and off the field.	To have all Committee, members, volunteers and players to agree to the Club Code of Conduct, in relation to expected standards of behaviour on and off the field.	Hold an active internal campaign to communicate the importance of abiding by the AFL Code of Conduct.

PILLAR	KEY RESULT AREA	ISSUE	GOAL	RECOMMENDATION
Community (contd)	External Community communication (Pittwater)	All Clubs need to better engage with their communities to create a deep community spirit and support from the broader community.	To enable the Community to come to Tigerland to see our players in action, our community spirit and what the Club offers.	Hold an afternoon Come and Try Day annually in February with prizes for the longest goal, fastest sprint across age groups and genders. Market through print and online media, schools.
	Internal Community Communication (Tigers)	The Club needs to better engage the Tigers Community to celebrate our successes, share our teams' and members' stories and market our sponsors.	To create active communication channels with our members to strengthen the Tiger's Community.	Develop a monthly e-newsletter to all members and sponsors and use social media to highlight the previous weekend's game results, including sponsors, highlighting our volunteers and also our players and their successes.





Pittwater Tigers

Junior AFL Club Inc.

www.pittwatertigers.com.au

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