

2019-2024 Strategic Plan



STRATEGIC PLAN

2019-2024

Maroondah Rugby Club

One Club One Goal

#LetsmakeMaroondahgreatagain

Our Vision

To provide a leading, competitive, financial, family friendly Rugby Union Club on and off the field in the Outer Eastern Suburbs of Melbourne

Our Mission

We want to offer the game of Rugby Union to the whole community of the Outer Eastern Suburbs of Melbourne. To be financially viable each and every year, on and off the field. To give back to our members, community and sponsors on an ongoing basis, however it is deemed. To provide a facility that is Victoria's best outside of AAMI Park and to provide a facility and atmosphere that is inclusive and welcomes families, children, sponsors and special guests.

We will achieve this through:

1. Offering and producing a Juniors and Seniors development plan for all ages and sexes
2. Working positively with the local school communities, youth groups, Rugby Victoria and Maroondah City Council.
3. Presenting ourselves and the club in a more professional manner.
4. Communicating our product "Maroondah Rugby Club" through all local media outlets and internet.
5. Producing positive results on and off the field

6. Providing better financial control over income and expenditure
7. Providing a calendar of events prior to the start of the season.
8. Attracting Rugby Victoria events (Junior Semi Finals, Refereeing courses etc)
9. Supporting every sponsor whole heartedly.
10. Present and promote the club at every local festival and event (Maroondah Festival, Bunnings BBQ)
11. Presenting a code of conduct for everyone associated with the club in any capacity.

Core Values

Our values and the expected behaviours are non-negotiable. They support everything we do and we have regard for these values in every action we undertake, and on behalf of, the Club.

| Core Values | Our Behaviours (How will the club achieve the given values?) |
|------------------------------|---|
| Dedication/Commitment | Displaying excellence in behaviour with a view to being a leader for new and existing members and within the community. |
| Respect | Treat all members of the club, officials, visitors and associated organisations with respect at all times |
| Equality/Inclusion | Creating an inclusive and safe environment for all- women, juniors, people with disabilities and people of varying cultures and ethnicities |
| Honesty | Treat and be seen to treat all members and associated organisations with honesty in all dealings |
| Transparency | Ensure that all activities by the committee and officials of the club be conducted in an open transparent and accountable manner |

Snapshot of the club

Position Holders Committee 2018

President: *Daniel Kunovic*

Vice President: *Graeme Tosch*

Secretary: *Ian Blanchard*

Treasurer: *Stuart Arendse/Mark Davenport*

Seniors Delegate: *Nick Short*

Masters Delegate: *Andrew Shipton*

Grounds Manager: *Rory Greenwood*

Media Manager: *Justin Casley*

Sponsorship/grants coordinator: *Stuart Arendse/Justin Casley/Daniel Kunovic*

Uniform Officer: *Justin Casley*

This group represents more than 500 games of rugby in Victoria and over 50 years of rugby experience

Population and Demographics

The city of Maroondah is located 25kms east of Melbourne CBD. As of 2017 the population of the city of Maroondah is 116,332.

The Yarra Ranges Council is located 35kms east of the Melbourne CBD. As of 2017, the population of residents in the Yarra Ranges Council area is 156,891.

The Manningham Shire Council is located 30kms east of the Melbourne CBD. As of 2016, the population of residents in the Manningham Council is 122,902.

1.1 Membership Profile

Club membership is made up of the following categories:

- 1) Seniors
- 2) Veterans
- 3) Women

- 4) Social
- 5) Sponsors
- 6) Juniors

The following table provides membership information in each of the membership categories.

| Table 1. Membership Profile | |
|------------------------------------|---------------------------|
| Membership Category | Membership Numbers |
| 1) Seniors | 34 |
| 2) Veterans | 31 |
| 3) women | 0 |
| 4) Social | 15 |
| 5) Sponsors | 3 |
| 6) Juniors | 5 |

1.2 Financial profile

Maroondah Rugby Club runs on a small budget holding between \$2000 and \$5000 in operating surplus at any one time. It is a major focus of the club to secure more significant sponsors to boost the financial reserves of the club.

Key Stakeholders

Maroondah Rugby Club will consider the following groups and individuals within this planning process.

- Club Members
- Rugby Victoria/Melbourne Rebels
- Maroondah City/Yarra Ranges Councils
- Private/Public Schools
- Local Businesses
- Church groups
- Other Sporting bodies
- Local residents

Audit – SWOT Analysis

The purpose of the SWOT analysis is to articulate core factors, resources and potential for the club with a view to building a thoughtful strategy for the coming period.

| | |
|---|---|
| <p>Strengths</p> <p>10 players from the senior squad played junior rugby at the club</p> <p>Best quality playing fields in Victorian rugby outside of AAMI Park.</p> <p>Small family club</p> <p>Masters side who are actively involved in the club</p> <p>Potential to untap new player sources in Yarra Valley</p> | <p>Weaknesses</p> <p>Lack of junior club causing no filtration system into the senior rugby program (If it stays the same will hugely impact senior team in coming years)</p> <p>Head coach plays. Game day management is hard (rotations, general team management etc.)</p> <p>Small senior playing group (20-30 players)</p> <p>Lack of volunteers makes running the club effectively very difficult</p> |
| <p>Opportunities</p> <ul style="list-style-type: none"> ● Rebuild junior club, start with one team. <ul style="list-style-type: none"> ● Local junior footy is played on Sundays. Potentially market the fact the junior rugby is played Saturdays) Lots of kids play multiple sports ● Core group of senior squad is young. Must retain and build on that. ● Speak with VSRU 1st and 2nd XV (u18)about getting players to play with us the following year <p>Promote and market the club further into schools, community.</p> <p>Getting sponsorships and grants to help further the club financially</p> | <p>Threats</p> <p>Being located so close to big premier club Box Hill and 2nd division and junior stronghold Eltham. Also rugby league club in Boronia</p> <p>Lack of general marketing on rugby in the media.</p> <p>Pretty much no advertising by governing bodies on encouraging kids to play rugby.</p> <p>Continuous poor results from top tier teams (Rebels and Wallabies) takes interest away from new people to the game.</p> <p>AFL stronghold with the biggest local competition the EFL has established clubs everywhere in the Maroondah, Yarra Ranges and Manningham Councils</p> |

Objectives

The following objectives have been developed as a result of the SWOT analysis, our underpinning values and our vision for the future. They are categorised with the following timelines:

- 1. Short-term objectives** – actions that have zero or minimal capital investment and can be implemented ideally within the first or second year and from existing resources available.
- 2. Medium-term objectives** – actions that have minor capital investment and/or require longer term implementation, greater than one year. These require dedicated programs or roles within the club and be supported by external funding from the Government, Rugby Associations and/or Sponsors.
- 3. Long-term objectives** – actions that require major capital investment and/or require longer term implementation with Governing Bodies/Associations. These will require dedicated programs or roles within the club.

Short Term Objectives (Years 1 -3)

- Approach all the schools in the area. (research demographics of schools in catchment, Engage schools with introductory training session, liase with Rugby Victoria to sign schools up to schools program)
- Raise club profile by hosting the Junior semi finals
- Approach all ex members to find out if they are in a position to help (sponsor, coach, play)
- Run a touch comp over the summer
- Sponsorship
- Continue community presence (Maroondah Festival, Local paper, Bunnings BBQ, Local radio etc.)
- Seek involvement with Melbourne Rebels and other representatives Rugby organisations
- Engage Rugby Victoria in Club Strategy build

Medium Term Objectives (Years 3-5)

- Offer training/ coaching courses at the club
- Aggressively market club in community (flyers, social media, Letterbox)
- Host a preseason competition (Maroondah 10's?)
- Sponsorship
- Continue community presence (Maroondah Festival, local paper,local radio, Bunnings BBQ)

Long Term Objectives (Years 5+)

- Enter teams in all age groups (womens team included)
- Be in a strong financial position to further improve facilities and running of club
- To have a strong club profile and reputation in the community and outer eastern suburbs
- Sponsorship
- Continue community presence (Maroondah Festival, Local paper, local radio, Bunnings BBQ)

Action Planning

This section contains the Action Plan that support the Strategic Objectives.

| ITEM | WHAT – What do we want to achieve? | HOW – How will it be achieved? | WHEN – When will it be achieved? | WHO – Who is going to do it? | COST – What will it cost? (money, time, people etc.) |
|---------------------------|---|--|---------------------------------------|-------------------------------------|--|
| Strategic Pillar 1 | Rugby Players/Juniors/Womens | | | | |
| Objective | To ensure we strive to retain current players whilst regularly and actively recruiting interested players to ensure the viability of our club for the future. We also want create pathways opportunities for players to ensure that our plans for the future of the Maroondah Rugby Club | | | | |
| 1 | <i>Dedicate resources both human and financial towards recruitment and retention of players</i> | <ul style="list-style-type: none"> - Recognition of milestones (games played) - Club academy for up and coming players - Opportunities for selection into the rep side (Victorian Barbarians) | <i>End of each season Ongoing</i> | <i>Playing groups Committee</i> | Minimal, but will increase when playing numbers and plans change |
| 2 | Engage with Development Officer to assist with recruitment initiatives to increase player numbers | Regular visits from Development Officer to assist with development of players to increase recruitment at the club. 12 month plan from RV and JC on how to | Ongoing | Committee Junior coordinator | None |

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| | | increase playing numbers | | | |
| 3 | Investigate options for recruitment of players through local communities and schools | Increase in player numbers More exposure for the club (give rugby a go) | Ongoing | Coach Committee Junior coordinator | Minimal, could increase with various options. |
| 4 | Maintain school promotion at club level to continue exposure of club and gain interest to recruit junior/womans players | Recruit and Increase junior and womans numbers Constant rollover of schools per term, leading to a data base of schools per term | Ongoing | Committee Junior coordinator | None-Minimal |
| Strategic Pillar 2 Club Administration | | | | | |
| Objective | To ensure Maroondah Rugby Club runs effectively, manages and develops necessary administration policies and governance structures to ensure a strong, efficient and structured club | | | | |
| 1 | <i>Develop Code of Conduct/Expectations of behavioural expectations for the Maroondah Rugby Club</i> | <i>Code of conduct developed and adopted at all levels of the club</i> | <i>Start of season 2019, then ongoing</i> | All playing groups Committee | None |
| 2 | Actively promote the code of conduct and expectations of behavioural guidelines with members | Distribute code of conduct to all members | Start of season 2019 | Committee All playing groups | None |
| 3 | Establish position descriptions for volunteer roles including committee positions and coaches | Develop position descriptions for volunteers and distribute to all volunteers | Season 2019 | Committee | None |
| 4 | Establish procedures to meet the statutory requirements for working with children checks and | Ensure all members have satisfactory working with children checks, SMART | Season 2019 | Committee | Minimal |

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| | RSA training | rugby and RSA Adopt Child protection policy | | | |
| 5 | Establish match day checklists for home games | Develop match day checklist | Season 2019 | Committee Grounds coordinator | None |
| Strategic Pillar 3 Rugby Operations | | | | | |
| Objective To Focus on the development of all club coaches, committees and referees to ensure a skilled volunteer base that provides quality match management and club management | | | | | |
| 1 | <i>Ensure all appropriate club members have their SMART rugby registration/Certification</i> | <i>All Coaches/club members/Officials are SMART rugby compliant</i> | <i>Ongoing</i> | President | TBC |
| 2 | Encourage coaches to undertake relevant coaching qualifications | All coaches to hold a level 2 coaching certificate, optional if they want to go further | Ongoing | President | Depending on the level of qualification coaches want to go towards. Level 2 is \$440 |
| 3 | Develop a risk management protocol to ensure that all playing fields are clear of obstacles and safe for training and games | Risk Management checklist developed | Season 2019 | Committee | None |
| 4 | Establish procedures for reporting and following up accidents and injuries | Procedures for accident and injuries developed | 2019 | Committee | None? |

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| Strategic Pillar 4 Club Finances | | | | | |
| Objective To maintain necessary income to meet the ongoing costs/needs for the club | | | | | |

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|---|---|---|-----------------------------|---|----------------------------|
| 1 | <i>Develop a formal sponsorship agreement and proposal for each sponsor</i> | <i>Formal sponsorship agreements developed and signed by each sponsor</i> | Season 2019 Then ongoing | Committee Sponsorship coordinator | None |
| 2 | Document information of sponsors to ensure all aspects of sponsorship are covered to ensure great relationships with sponsors | Details of sponsors in a working document | Season 2019 Then ongoing | Committee Sponsorship coordinator | None |
| 3 | Constantly look for sponsors for Maroondah Rugby Club Retention of sponsors | Form new relationships with new businesses Keep good relationships with current sponsors | Season 2019 Then ongoing | Committee Sponsorship coordinator | None |
| 4 | Continue to apply for grants to ensure future development of grounds, committee, club and community | Increase of funding for requested projects | 2019, the ongoing | Committee Sponsorship and grants coordinators | Pending on the grant T&C's |
| 5 | Look at alternative avenues to gain additional revenue for the club | Higher revenue gained than previous years | Season 2019 | Committee | Minimal |
| Strategic Pillar 5 Volunteers | | | | | |
| Objective To ensure the appropriate support and attention is given to volunteers, training and best practice methods are used to ensure the recruitment and retention of volunteers, training, development and recognition of volunteers | | | | | |
| 1 | <i>Appoint a volunteer coordinator to assist in recruitment and retention of volunteers</i> | <i>Volunteer coordinator appointed</i> | Unsure | Committee | None |
| 2 | Develop positions for descriptions for volunteers | Position descriptions developed and sent to | Off season | Committee Volunteer | None |

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| | | volunteers | | coordinator | |
| 3 | Develop a volunteer recognition event to thank volunteers for their hard work | Yearly volunteer event held | End of season Presentation night | Committee volunteer coordinator | Unsure |
| 4 | Establish an orientation induction event for the volunteers to ensure they have suitable assistance and awareness of what their roles require | Make sure each volunteer is aware of their responsibilities and feel supported | End of year Updated yearly | Committee volunteer coordinator | None |
| 5 | Ensure backup first aid officer is nominated each week | First aid officer is always present at games | Each home game | Committee Volunteer coordinator | Unsure |
| Strategic Pillar 6 Marketing and promotion | | | | | |
| Objective To ensure our marketing and promotion focuses on raising profile and community awareness to benefit our club and members | | | | | |
| 1 | <i>Regularly update your club website to ensure relevant information is given</i> | Website updated weekly, fortnightly or monthly | <i>Weekly, fortnightly or monthly</i> | <i>Committee \media manager</i> | Unsure |
| 2 | Investigate/retain on being part of the good sports club | Good Sports Club | Yearly | Committee | None |
| 3 | Develop a newsletter and investigate how often this should be sent out to members, sponsors and supporters | Develop club news letter | Weekly, fortnightly, monthly, biannually, annually | Committee Media manager | Unsure |
| 4 | Constantly promote the club within the community keeping our brand alive and well | Constantly promote the club within the community and the eastern suburbs | Ongoing | Committee Media Manager | None |

Monitoring and Evaluation

The Strategic Plan is a working document and as such, it will be reviewed and revised as required and on an annual basis to reflect key changes and developments within the club.

Some key questions as a club we should ask when undertaking evaluation processes are:

- *Have any major changes occurred with the Club's internal position?*
- *Have any major changes occurred with the Club's external position?*
- *Is the Club progressing satisfactorily towards achieving its objectives?*
- *What can the club do to to better position itself to obtain these objectives?*

