



STRATEGIC PLAN

August 2019



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STRATEGIC PLAN CONTEXT

Key Purpose

This Strategic Plan has been developed to guide the management of the South Gawler Football Club and committee over the next 5 year period from 2020 to 2025.

This provides the framework for future decision making regarding the allocation of the clubs financial, facility improvements and people resources

Consultation Activities

In preparation of this Strategic Plan the following consultation activities have been undertaken:

- Survey of committee, staff, leadership group and sponsors
- Strategic Plan workshop with Committee
- Further Committee Board review of the draft plan prior to implementation





HISTORY and ACHIEVEMENTS

The South Gawler Football Club SGFC was first founded in 1889 by James Fitzgerald. With 37 first grade premierships since, South Gawler Football Club has the second most premierships in South Australia and is the equal fourth most successful Australian Rules football clubs of all time and it prides itself on integrity, respect, teamwork for all to enjoy sporting opportunities within the community.

The senior team won the first premiership in 1891 and our last one in 1993 and is determined to capitalise on club history to deliver a period of strong on-field sustained performances in the future.

Based at Evanston, the Club is seeking to develop its facilities in order to provide its players with the best opportunities to compete against the full time professionals in our competition, and to develop themselves and our juniors the best options all the way through to the elite level.

The Club has a strong focus on engagement with the Gawler and Aboriginal Community for mutual support.

Membership growth is a high priority for the Club, and we are proud to have one of the highest memberships. Increasing the Club's connections through social media and maximising commercial sponsorship opportunities are also extremely important.

The Club has added diversity to its Board and improved the governance structures. Whilst financially strong, the Club is planning on further growing its investment base and exploring a range of business opportunities, which includes an Memorandum of Understanding the Gawler Council for Amalgamation with the Gawler RSL Sub Branch to sustain and maintain both clubs membership, history and security for the future.



STRENGTHS AND WEAKNESS

Strengths	Weakness
<ul style="list-style-type: none">▪ <i>Proud history</i>▪ <i>Rich heritage</i>▪ <i>We live our values</i>▪ <i>We have visible and tangible pride in our club</i>▪ <i>Strong public brand</i>▪ <i>Our board is diverse with breadth of experience, is aligned and committed to strong governance.</i>▪ <i>We attract great people because of our commitment to talent development pathways and inclusiveness</i>▪ <i>Experienced coaching group</i>▪ <i>Loyal volunteers and supporters</i>▪ <i>Strong relationships with key stakeholders</i>▪ <i>Financially sustainable and well managed</i>	<ul style="list-style-type: none">▪ <i>Annual lease term of home ground</i>▪ <i>Pre-season training base does not meet the standards of all stakeholders</i>▪ <i>Inability to attract significant numbers for our volunteer base</i>▪ <i>Limited public display of Club memorabilia</i>▪ <i>Part-time players and part-time coaches with time availability issues</i>▪ <i>Over-reliance on a single source of revenue</i>▪ <i>Our facilities are currently not up to elite standard</i>▪ <i>Suburban Clubs offering players more money to play means the club must maintain the connection with players who return to community football.</i>



Opportunities and Risk

Opportunities	Risks
<ul style="list-style-type: none">▪ <i>Exposure with BLGFL A grade broadcasting games</i>▪ <i>Using AFL Aus Kick programme to connect with all local schools</i>▪ <i>Securing a long term lease with RSL Gawler and Council with re-development opportunities</i>▪ <i>Continued on-field success</i>▪ <i>Leverage opportunities with a Women's Australian Rules Football team</i>▪ <i>Increased involvement from Past Players and Officials</i>▪ <i>Developing other sources of income via major raffle prizes</i>▪ <i>Leverage strong brand for greater and broader impact</i>▪ <i>Leverage our leadership position to create a community hub and become the centre of excellence for football at state level.</i>▪ <i>To better tell our story that showcases our heritage, our great performance and our commitment to development pathways for our junior people.</i>	<ul style="list-style-type: none">▪ <i>Reputational risk</i>▪ <i>Retaining Junior Football and Netball Players to remain active within the club in senior levels</i>▪ <i>Council not renewing Club's leases on comparable terms in the future</i>▪ <i>Ground and Club House Facilities not maintained to a suitable standard</i>▪ <i>Lack of support from local and Federal Government for improvements</i>▪ <i>Unknown future with Gawler RSL and re-development of current site or new site.</i>



Vision-

To promote football, netball and cricket team sports, umpiring, coaching options and volunteering opportunities to all within the local Gawler Community and surrounding districts.

Mission-

To manage and maintain the South Gawler Football Club as the club of choice through the promotion of health, wellbeing and inclusiveness of our members and players to ensure the South Gawler Football Club remains successful on and off the field for the future.

Objectives-

Foster Community Engagement

Deliver and Manage health and wellbeing seminars to all members and players and ensure members /players have support as required

Provide a safe and non-discriminatory environment for all players to develop their full potential

Develop and Foster a close working relationship with all sporting codes and government and non-affiliated sporting bodies

Ensure long term financial viability of the South Gawler Football Club with RSL Gawler amalgamation options

Manage and Implement the Strategic Management Plan



STRATEGIC PLAN SUMMARY

The South Gawler Football Club Strategic Plan Summary for the years 2020 to 2025 are:

Develop successful long term partnerships with the Gawler RSL including major renovation to existing buildings or source a new home ground to secure longevity with federal and State grants by 2023.

Memorandum of Understanding to be completed by Gawler Council, RSL Gawler, SGFC and Netball Club by 2020

Identify new sources of sustainable revenue

Identify, prioritize and assess the Club's strategic threat and opportunity

Provide a professional environment through facilities, services & culture that develops & maximizes the talent of males and females

A grade team to finish in top 4 each year to maximize the opportunity for Premiership success and retainment of players through the junior system

Secure leases for the Ground and or new ground opportunities that may be more commercially viable through State and Federal Subsidy Grants in conjunction with RSL Gawler

Develop successful long term partnerships and identify new sources of sustainable revenue with local businesses

Foster and grow our relationships with key stakeholders/partners, to ensure South Gawler Football continues to make a positive contribution to the Gawler Community

Maximise the membership base across the Gawler Community as the club of choice

Deepen South Gawler Football Club connections at the 'grass roots' (schools, sporting clubs, community clubs and rigorous support of Auskick)

Continue to build Future Building Fund with the aim of to 100K in the bank for major renovations and seeking government assistance by 2021/2022



Strategic Goals 2020-2025

Strategy, Risk and Governance –

- *To assist the Board to ensure that the SGFC is fulfilling its oversight responsibilities relating to long term strategy, risk and opportunities.*
- *To ensure the effective management of SGFC through the implementation of industry 'best practice' governance, compliance and regulatory policies and frameworks.*

Football –

- *The A Grade team to finish in the top 4 each year and maximize the opportunity of Premiership success.*
- *AFLW team to achieve incremental wins on a year to year basis and to increase senior and junior women participation levels*
- *Provide a professional environment through facilities, services & culture that develops & maximises the talent of males & females.*

Financial-

- *Generate sustainable cash flows to fund AFL, Auskick and AFLW football programs.*
- *Generate sustainable cash flows to fund facilities program through fund raising activities. Continue to develop options for Future Funds with a target of \$300k by end of 2025 for assistance towards new club house facilities.*

Marketing-

- *Create a compelling and unifying narrative for the SGFC via their website, newspapers and social media as the club of choice.*
- *Maximise the membership base across the Gawler Community as the club of choice and link in with RSL Gawler /Local Business to broaden this scope on amalgamation awareness*
- *To have the most valued and relevant football brand in the BLGFLA*
- *Develop successful long term partnerships and identify new sources of sustainable revenue with local businesses.*

Community-

- *Further strengthen and enhance the standing of the SGFC as a community leader*
- *This will require making positive contributions to the community via donations/support consistent with the values, strategic goals & objectives of the club*

Facilities-

- *Ground and training facilities to be improved to a standard that is at the level required for State League competition*
- *Ability to accommodate Women's football, finals, and other appropriate local Community Club requests*



Strategic Priorities for 2020-2025

Strategy, Risk and Governance –

- Identify, prioritise and assess the Club's strategic threats and opportunities.
- Identify, prioritise and assess those Club's significant risks and establish a framework capable of addressing those risks by the committee.
- Review, develop and monitor the Club's governance, compliance and regulatory policies and frameworks by 2020.

Football –

- Provide a professional environment through facilities, services and culture that develops and maximises the talent of males and females.
- Establish Strong partnerships with Youth girls and community based organisation to increase participation
- Have SGFC players drafted by SANFL, AFL and AFLW

Financial-

- Maximise cash flow from club house and functions throughout the year
- Approach AFL and Federal Government for AFLW and building funding assistance with RSL Gawler and Netball Club as joint venture opportunity
- Continue to identify and develop investment/business opportunities that generate income stream
- Continue to grow sponsorship, event and membership revenues

Marketing-

- Increase the club's membership base by more than 10% year on year with a focus on growth in the women segment and all genders under 45 year old demographic
- Strengthen our relevant contacts database by more than 10% year each year
- The club is in the top two top of mind mentions of brands in the BLGFL and AFLW

Community-

- Deepen SGFC connections at the 'grass roots' (schools, sporting clubs, community clubs, Auskick)
- Foster and grow relationships with key stakeholders / partners to ensure SGFC continues to make a positive contribution to the Gawler Community

Facilities-

- Light Poles to be replaced enabling greater utilization of the oval during training and as a premier oval
- Upgrade toilet room facilities to accommodate Women & Community Code of requirements
- IT overhaul to improve communication and improve venue hire opportunities