



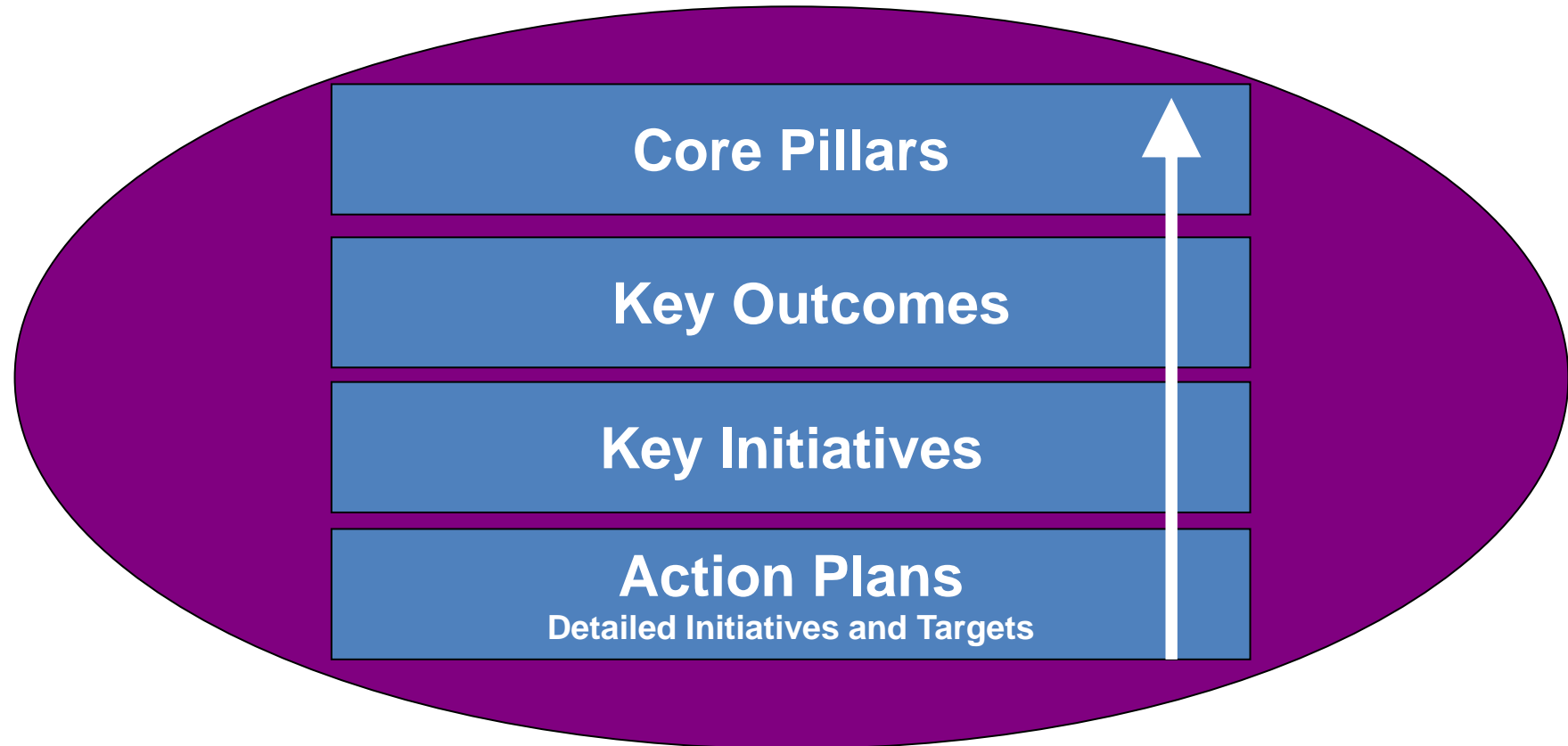
Sustainable Growth within Quality Environments



AFL Gold Coast Juniors Inc Strategic Plan for 2010 & Beyond



Structure of the AFL Gold Coast Juniors Strategic Plan



Strategic Plan Time Frame for 2010 & Beyond



AFL Gold Coast Juniors Inc Strategic Plan for 2010 & Beyond

OBJECTIVES

Strategic Pillar 1: Growth	Strategic Pillar 2: Relationships	Strategic Pillar 3: Finance & Administration	Strategic Pillar 4: Volunteer Management	Strategic Pillar 5: Facility Development
“To grow our clubs, player, umpire and volunteer numbers and facilities”	“To develop mutually beneficial relationships with the AFL, AFL Queensland, Gold Coast Football Club, Junior / Senior AFL Clubs, Gold Coast City Council, State / Federal Government Bodies, Educational Facilities, other Sporting Bodies and Sponsors”	“To ensure AFL Gold Coast Juniors is financially responsible and implements sound administrative practices including exemplary employment and volunteer opportunities”	“To support and develop programs that will attract and retain officials, coaches, sports medical staff and other volunteers to the Gold Coast Junior AFL community”	“To assist clubs in developing and upgrading facilities”



Key Outcomes

Strategic Pillar 1: Growth	Strategic Pillar 2: Relationships	Strategic Pillar 3: Finance & Administration	Strategic Pillar 4: Volunteer Management	Strategic Pillar 5: Facility Development
<ul style="list-style-type: none"> • Assist current clubs to build to their full player complement through recruitment of new players and retention of existing players • Growth to be achieved through establishment of new clubs in targeted areas 	<ul style="list-style-type: none"> • Develop excellent working relationships with the AFL, GCFC, AFLQ & AFLNRJ with regular contact and joint initiatives • Continually improve the communication lines with Gold Coast Junior & Senior AFL clubs 	<ul style="list-style-type: none"> • Club Treasurers to be conversant in MYOB or similar upon appointment • Succession plans and job descriptions to be in place for full-time and part-time staff members 	<ul style="list-style-type: none"> • Implement and maintain 'The National Standards for Involving Volunteers in Not-For-Profit Organisations' • Promote and conduct training courses to improve 'whole of club' performance and efficiency 	<ul style="list-style-type: none"> • Review Preferred Facility surveys of all clubs and initiate plans to rectify facility deficiencies • Assist clubs in developing their facilities
<ul style="list-style-type: none"> • Invest in the building of umpire numbers through promotion, development and retention 	<ul style="list-style-type: none"> • Communicate directly with players and officials on general matters that are related to their involvement in Junior AFL 	<ul style="list-style-type: none"> • The Board of AFLGCJ to be financially conversant and have sound knowledge of corporate governance 	<ul style="list-style-type: none"> • Through the "Coaching Coordinator Program" expose coaches to modern coaching philosophies 	<ul style="list-style-type: none"> • Work with other sporting bodies and schools to enhance shared facilities
<ul style="list-style-type: none"> • Establish school based umpiring academies to meet the growth needs of AFLGCJ 	<ul style="list-style-type: none"> • Strengthen our relationships with Federal & State Members of Parliament, Gold Coast City Councillors and relevant government bodies 	<ul style="list-style-type: none"> • AFLGCJ and clubs to pursue prudent financial benchmarks 	<ul style="list-style-type: none"> • Promote programs to clubs that will retain existing, and attract new, volunteers 	<ul style="list-style-type: none"> • Target Gold Coast Stadium and the Training Facilities for Junior AFL events
<ul style="list-style-type: none"> • Implement programs that will improve the transition of junior umpires through to youth umpires and beyond 	<ul style="list-style-type: none"> • Develop and build relationships with current and potential sponsors 	<ul style="list-style-type: none"> • Financial budgets to be developed annually by AFLGCJ and all Clubs and the Board of AFLGCJ to plan the financial future of the league 	<ul style="list-style-type: none"> • Implement new, cost effective technological solutions to ease the burden on volunteers 	<ul style="list-style-type: none"> • Utilise other open space areas to meet the expected increase in player numbers
<ul style="list-style-type: none"> • Ensure volunteer numbers grow commensurate with the growth of the clubs 	<ul style="list-style-type: none"> • Establish an open dialogue with educational and other sporting bodies to develop mutually beneficial initiatives 	<ul style="list-style-type: none"> • AFLGCJ and clubs to have a current strategic plan including risk management, business and marketing plans 	<ul style="list-style-type: none"> • Enhance the use of the internet for volunteers to communicate with stakeholders (parents, players, officials, volunteers) 	

Key Outcomes				
Strategic Pillar 1: Growth	Strategic Pillar 2: Relationships	Strategic Pillar 3: Finance & Administration	Strategic Pillar 4: Volunteer Management	Strategic Pillar 5: Facility Development
	<ul style="list-style-type: none"> •Develop programs that provide opportunities for disadvantaged families to participate in the game of AFL 	<ul style="list-style-type: none"> •The Board of AFLGCJ to undertake periodical reviews of staffing levels and conditions 		
		<ul style="list-style-type: none"> •Policies, procedures, documents, by-laws and the constitution to be relevant, user friendly and up-to-date 		



Strategic Pillar 1: Growth

OBJECTIVE: “To grow our clubs, player, umpire and volunteer numbers and facilities”

Key Outcomes	Key Initiatives	Responsibility	Timing	Current Activities
•Assist current clubs to build to their full player complement through recruitment of new players and retention of existing players	Develop a 'Gala Day' format for clubs to run pre-season to be incorporated with the 'Come & Try' program	Clubs, AFLQ CDO, AFLGCJ Administration	Arrange in November each year	Format arranged if clubs wish to run program from all School Auskick in their areas.
	In consultation with AFLQ, develop a pathway for the majority of players in our competitions through to under 18 & senior competitions	AFLQ GC Manager AFLGCJ Board	Discuss each January	AFLQ have pathway for players.
	Support AFLQ in the establishment of school based RAMP (expand) Programs as feeder grounds for clubs	AFLGCJ Administration AFLQ CDO	Ongoing	2 x RAMPS in term 4 2011 were run at Labrador and Coomera from school based Auskick with nearly 50 children involved. Both clubs had representatives to assist with the running of the programs. 2013 AFLQ running RAMP at Somerset College October to November
	Support AFLQ and Clubs to run 'Come & Try' nights	AFLGCJ Administration	Ongoing	System in place if clubs want to run this program. 2012 some clubs ran a come and try night inviting all school based Auskickers from their area. 2013 Clubs ran Come & Try from school Auskicks in their area
	Continue to promote initiatives that enhance competition equality and uniform growth of clubs	AFLQ CDO AFLGCJ Board	Ongoing	Continuation of the 48 rule until all clubs have a Div 1 & 2 team in all youth age groups. 2012 no limitations put on player numbers at clubs. Rules implemented to make sure every player registered at a club receives a minimum of 3/4 of a game every week.. Club trusted to manage this. 2013 By-Laws for every player to receive 75% of season and 3/4 game and this was enforced in finals
	Develop incentives to encourage registration of players prior to or on sign-on day	AFLGCJ Board AFLGCJ Administration	Arrange each October	Clubs are already doing preseason in youth age groups and are signing on players. 2012 saw a massive increase in players signing on well before sign on day, which was mainly only new players to clubs. 2013 most clubs start signing on past players from November this year onwards.

Strategic Pillar 1: Growth				
	AFLGCJ to work on initiatives with AFLQ staff to enhance the transition from AFL Auskick to Club competitions	AFLQ GC Manager AFLGCJ Board	Discuss each January	Feb 2012 - Footy Fair @ Metricon Stadium. Term 1 & 2 School Based Auskick and School Programs had all AFLGCJ club contacts stapled to bags and stamps with club information on certificates. Club Co-Ordinators attended all school programs and carnivals. Introduction of Super 6's to run in conjunction with the AFLGCJ season. AFLQ staff incentives for promoting AFLGCJ at Auskick and School programs. Club Co-ordinators followed up participants from "Rookie Search" and "Future Stars" programs. 2013 AFLQ staff worked on transition from Auskick to clubs
	In conjunction with AFLQ commence a youth girls competition	AFLGCJ Administration AFLQ Girls Manager	Arrange each November	An Under 15's and Under 18's Gold Coast competition with 6 teams involved from 4 junior clubs. 2013 clubs include Southport, Broadbeach, Carrara, TWC and Coomera
	Commencing two weeks prior to the season and continuing for a period of four weeks, contact youth players who have not re-registered to encourage their return and to note reasons why they have left the game	AFLGCJ Administration AFLQ Staff	March/April each year	Clubs have been proactive doing this themselves. 2013 Clubs were very proactive in doing this so that they knew early on players numbers and teams
	Consider fixturing arrangements for football that include: (a) Friday night football; (b) Saturday night football; (c) Sunday Football;	AFLGCJ Board, AFLGCJ Administration & Clubs	Topic: Annual Conference	Nealry all grounds with lights are used Friday nights. In 2012 we played a few Sunday games. We will have to play more Sunday games in 2013 to work around SUNS games. 2013 saw most grounds being used Friday nights and a lot of Sunday games
•Growth to be achieved through establishment of new clubs in targeted areas	Identify districts where new clubs should be developed. Develop interest in volunteers to establish new clubs. Assist volunteers to commence operations of the new clubs	AFLQ GC Manager AFLGCJ Board	Discuss each December	Tamborine was re set up as a club by club co-ordinator and has been very sucessful in the Western Rim localised competition. 2013 western rim clubs included Beaudesert and Fassifern
	In conjunction with AFLQ map the greater Gold Coast region for the future placement of AFL Clubs	AFLQ GC Manager AFLGCJ Board	Complete each January	AFLQ directed AFLGCJ to administer clubs in the Scenic Rim Regional Council area. Clubs will be affiliated with AFLGCJ and during start up phase managed by AFLQ. 2013 AFLQ working on a possible junior club at Somerset college. Interest has been shown by Robina AFC to establish Super 6's and 8's in 2014

Strategic Pillar 1: Growth				
•Invest in the building of umpire numbers through promotion, development and retention	Liaise with AFLQ on the most successful strategies to develop umpires	AFLGCJ Board AFLQ Umpire Manager	Discuss each October	AFLQ and AFLGCJ have employed a full time Umpire Development Officer for the Gold Coast. Also employed a casual Umpire Coach. 2013 saw a large increase in umpire numbers and more umpires training. Establishment of Umpiring Management
	Support AFLQ staff to achieve mutual goals of promotion, retention and development of umpires	AFLGCJ Administration	Ongoing	Under 14's ,school based acadamy students and Training Sense trainees used for boundary umpires. 2013 saw the umpire development officer attend school sport ed sessions to conduct training for students and provide information about becoming umpires.
	Aim for all field umpires to be accredited	AFLQ UDO	By 2012, then ongoing	On going support through the UDO to uphold their accreditation. As of 2013 all umpires must be accredited. In 2012 we have at least 45% already accredited. 2013 saw all field umpires accrecited (excepted for the 1st year umpires who do not have to be accredited because they are under going further training to become accredited).
	Establish practice that sees all boundary & goal umpires being supplied by the umpiring fraternity	AFLQ UDO	By 2012, then ongoing	We do not use accredited goal umpires at this stage. Boundary to be recruited throguh clubs and academies. Boundary umpires appointed by UDO to 95% of 16's games in 2012. 2013 UDO worked very closely with club umpire coordinator to provide the boundary umpires and goal umpires. Majority of the time in the under 16s it was a club appointed boundary umpire.
	In conjunction with AFLQ undertake promotional and recruitment of umpire activities at Gold Coast and Northern NSW universities	AFLGCJ Administration AFLQ UDO	Ongoing	2012 UDO ran sessions on umpriring in Sport Ed, School Acadamies and SHINE program to recruit boundary umpires. Approximately 20 recruited from these programs that will remain in the system for 2013. 2013 UDO attended griffith university to recruit umpires with a good succession rate. UDO also attended high schools for another way to recruit.
•Establish school based umpiring academies to meet the growth needs of AFLGCJ	Promote and conduct Junior Umpire Football Program (JFUP) to clubs and schools	AFLGCJ Administration AFLQ UDO	Plan each November, implement in February	Course to be run in Academies & Schools. 2012 dates are set for North, South,Central and Northern Rives JFUP. JFUP for 2012 had 120 participants from junior clubs umpiring nearly every week. Theses were assessed by umpire co-ordinators and AFLGCJ observers. 2013 participants are still at 120. The program was exactly the same as 2012.
•Implement programs that will improve the transition of junior umpires through to youth umpires and beyond	In conjunction with AFLQ Umpire Department, develop youth umpires	AFLGCJ Administration AFLQ UDO	Plan activities in November, implement next season	Have appointed senior coach, who will be doing coaching & umpire appointments. AFLGCJ contribution \$4000. Appointment of 3 x observers AFLGCJ contribution \$1000. 2012 appointed coach and assitant coach and 2 x observers. 10 x 2012 JFUP's promoted to youth umpiring of which 4 were appointed to finals games. 2013 head coach departed due to work commitments. UDO took over this role. New Umpire association president was elected. 2013 only saw 1 observer for the season. But majority of the senior umpires would observe games before and after their umpiring duties. 13 x 2013 JFUPs have been promoted.

Strategic Pillar 1: Growth				
•Ensure volunteer numbers grow commensurate with the growth of the clubs	Support clubs by identifying and managing the increase in volunteer tasks associated with increasing player numbers	AFLGCJ Board & Administration, AFLQ CDO, Clubs	Review each March/April	Club Co-Ordinators have been training volunteers Footyweb and club management, collection of required paperwork, running courses at clubs. 2012 - Club Co-Ordinators ran courses in Footyweb and ongoing support with the system and ground marshall involving conflict resolution. All paperwork from all clubs was collected from the club on Monday mornings. All deliveries of stock etc was also delivered to all clubs. 2013 club co-ordinators conducted south, central and north footyweb seminars to help educate club volunteers and to lighten the expectations. Other courses such as kids first and ground marshalls were run at each individual club.



Strategic Pillar 2: Relationships

OBJECTIVE:

“To develop mutually beneficial relationships with the AFL, AFL Queensland, Gold Coast Football Club, Junior / Senior AFL Clubs, Gold Coast City Council, State / Federal Government Bodies, Educational Facilities, other Sporting Bodies and Sponsors”

Key Outcomes	Key Initiatives	Responsibility	Timing	Current Activities
•Develop excellent working relationships with the AFL, GCFC, AFLQ & AFLNRJ with regular contact and joint initiatives	Develop a close relationship with GCFC through a MOU (Memorandum of Understanding) that provides benefits to both parties	AFLGCJ President, GCFC CEO, GCFC Community Programs Officer (CPO)	Update each December	A MOU was signed between GCFC & AFLGCJ for the 2012 and 2013 season. 2013 AFLGCJ staff meet with GCFC on a weekly basis and a very close working relationship with the sponsorship and marketing team from GCFC. AFLGCJ sending out EDMs on a monthly basis providing a lot of information regarding GCFC.
	Support AFLQ Staff and programs	AFLGCJ Board & AFLGCJ Administration	Ongoing	Club Co-Ordinators attended a session of all school programs to recruit for clubs Club Co-Ordinators to attend week 6, 7 or 8 of all School Based Auskick centres to recruit for clubs. 2013 saw the introduction of the new hubs. North, Central and South
	Support AFLNRJ administration staff	AFLGCJ Board & AFLGCJ Administration	Ongoing	Ongoing work with AFLNR Administrator. Meeting January to go through Club Management Checklists and Manuals. In 2012 AFLGCJ worked with AFLNR new Board of Directors. In 2013 will be assisting in setting up a new Northern Storm Club which will have 2 x under 16's and 1 x under 18's team to play in Gold Coast leagues. AFLGCJ providing training and support to the new AFLNRJ admin officer.
	Support all initiatives of GCFC to interact with the local AFL Community	AFLGCJ Administration, GCFC CPO	Ongoing	All 1/2 time games supported by clubs. Clubs supported membership drives. Clubs supported community programs of the SUNS. 2102 all clubs supported all SUNS programs. 2013 the same as well as a 3 game membership package for all registered children aged from 5 to 11.
	“Premiership March” - All Gold Coast & Northern NSW school and club premiership teams to form part of GCFC event at Gold Coast Stadium that celebrates junior football and recognises the achievements of premiership teams	AFLGCJ Administration, GCFC CPO	Discuss in December & march in July	In replacement of the premiership march the clubs participated in the opening night and the raising of the flag. 2012 Girls did a pre game relay, Guard of honor from all clubs, President tossed coin, clubs received free tickets to certain games. 2013 players from each club did a guard of honor. 2014 premiership march query?
	Negotiate an AFL Gold Coast Junior match to be played prior to the curtain raiser of AFL matches at Gold Coast Stadium	AFLGCJ Administration, GCFC CPO	Discuss in December	At this stage this cannot happen. 2012 Club Auskickers and under 10's played at 1/2 time of main game. Under 18's girls played a game on the training oval prior to SUNS home game. Club players formed guard of honour. 2013 the same
	Develop the relationship with NNSW through preseason games, rep games and the talented player programs	AFLGCJ Administration, AFLQ GC Manager GCFC CPO	Discuss in December	Couldnt happen due to conflicts in fixturing between the two leagues as AFLGCJ play Saturday and NNSW play Sunday. 2013 the same
•Continually improve the communication lines with Gold Coast Junior & Senior AFL clubs	Encourage a committee member from the junior club be invited to senior club committee meetings and vice versa	Clubs, AFLQ CDO, AFLGCJ Administration	Ongoing	Happens @ PBC, Southport, Surfers, Labrador. Unsure of other clubs. 2013 a lot of junior and senior relationships have improved.

Strategic Pillar 2: Relationships

•Communicate directly with players and officials on general matters that are related to their involvement in Junior AFL	Identify information that is relevant, generic and pertinent and then distribute to the various stakeholders using email or other mass communication methods	AFLGCJ, AFLQ, GCFC	Ongoing	Updated website with all current documents. All documents are updated on a regular basis. Regular news items added to website. 2013 revamp of website and facebook. Statistics show information is being received to all necessary people.
	Set up and utilise e-flyers to communicate directly to officials, players & parents	AFLGCJ Administration	Ongoing	2010 E-Flyer to Auskick participants to attend Footy Fair 2012 E-Flyer to Auskick participants and junior members to inform about Footy Fair and junior sign on day at Metricon. 2013 EDMs were sent out on a monthly basis to all registered members.
•Strengthen our relationships with Federal & State Members of Parliament, Gold Coast City Councillors and relevant government bodies	Build a database of politicians and key government staff which contains pertinent contact details and area of governance	AFLGCJ Administration	Update each December	
	Invite politicians to AFLGCJ functions and events when the action is in their area	AFLGCJ Administration	Ongoing	2013 politicians were invited to the grand opening of the new Ormeau facility. Sport and Rec Queensland attended AFLGCJ presentation night. 2014 invites will be sent for the opening of the Pacific Pines facility.
	Provide clubs with contact details and encourage the clubs to invite their local politicians to club functions and events	AFLGCJ Administration & Clubs	Issue in January each year	
•Develop and build relationships with current and potential sponsors	Fulfill commitments to current sponsors. Communicate outcomes with sponsors at the conclusion of each season.	AFLGCJ Administration	Ongoing	Admin Manager maintains a chart and is responsible for meeting all commitments. The Board to approach sponsors for the 2013 season. 2013 saw a new major sponsor. The relationship that has been built is a very healthy working relationship in conjunction with the GC SUNS. All sponsorship agreements were fulfilled above and beyond.
	Identify program and initiatives that can be matched with sponsors	AFLGCJ Board	Ongoing	Hot Tomato - Umpires & Coaching Co-ordinator programs. Nattcorp Girls Footy. 2013 the same
	Identify potential sponsors and initiate contact. Follow up sponsors and negotiate arrangements	AFLGCJ President & AFLQ CDO	Ongoing	Working with the SUNS to negotiate their sponsors to include AFLGCJ. 2013 the same
•Establish an open dialogue with educational and other sporting bodies to develop mutually beneficial initiatives	Obtain information from universities regarding student work experience course requirements	AFLGCJ Administration GCFC	Update each March	Club Co-ordinators organised three students to gain work experience at clubs. 2013 the same as well as forming a relationship with Gold Coast Volunteering which saw many clubs obtain personnel to fulfil different roles.
	Form a relationship with cricket, soccer, netball and other sporting bodies	AFLGCJ Board AFLGCJ Administration	Ongoing	AFLGCJ have a working relationship with Football Gold Coast (Soccer) & their club co-ordinators. 2013 ongoing through club coordinators.
	Form a relationship with public & private schools in conjunction with the AFLQ School Development Officer	AFLQ SDO AFLGCJ Administration	Ongoing	Club Co-ordinators formed relationship with schools by attending programs, assembly and School Based Auskick. 2012 Club Co-ordinators attended all junior and senior school carnival days to recruit for clubs. 2013 with the new hub structure AFLQ have been dealing with Merrimac High School (Broadbeach), Miami High School (Burleigh) and Somerset (Ramp)
•Develop programs that provide opportunities for disadvantaged families to participate in the game of AFL	Form a relationship with government bodies in regards to their programs for disadvantaged families and how we can assist in the delivery of these programs	AFLGCJ Board AFLGCJ Administration	Ongoing	As per below comments.
	Identify and apply for government grants that support disadvantaged families	AFLGCJ Administration AFLQ CDO	Ongoing	Grant applied for and received during 2011. Program to assist disadvantaged families completed. Outcomes very positive. Applied for but did not get funding in 2012. 2014 applying for grant in conjunction with GC Suns for multicultural and disadvantaged families.

Strategic Pillar 2: Relationships				
	Implement and support programs in conjunction with the AFLQ Indigenous Engagement Manager	AFLQ IEM AFLGCJ Administration	March each year	2014 applying for grant in conjunction with GC Suns for multicultural and disadvantaged families.
	Implement and support programs directed towards players with disabilities in conjunction with the AFLQ Sports Direct Steering Committee	AFLQ SDS Committee AFLGCJ President	March each year	



Strategic Pillar 3: Finance & Administration

OBJECTIVE:

“To ensure AFL Gold Coast Juniors is financially responsible and implements sound administrative practices including exemplary employment and volunteer opportunities”

Key Outcomes	Key Initiatives	Responsibility	Timing	Current Activities
•Club Treasurers to be conversant in MYOB or similar upon appointment	Conduct training for Club Treasurers	AFLGCJ Administration	By November each year	2012 clubs contacted Paul Thomas direct for assistance. 2013 met with club committees and is an on going process.
	Provide basic accounting procedures to Club Committees and encourage attendance at financial management courses	AFLGCJ Administration	By November each year	Through Club information manuals clubs are given basic accounting procedures and checklists. 2012 met with clubs and gave them basic report templates. 2013 information sent to clubs via GCCC and GC Volunteering
•Succession plans and job descriptions to be in place for full-time and part-time staff members	Develop and maintain succession plans for each staff member	AFLGCJ Board for Senior Positions, AFLGCJ Administration for other positions	Ongoing, as required	Club Co-Ordinators taught general admin. 2012 club co-ordinators involved more in all admin aspects. 2013 on going
	Document job descriptions for staff members			All staff members have job descriptions. 2013 the same
•The Board of AFLGCJ to be financially conversant and have sound knowledge of corporate governance	Board members to attend courses that will develop their financial skills	AFLGCJ Board	Ongoing	
	AFLGCJ to budget for Board development	AFLGCJ Administration	August each year	Included in 2011 & 2012 budgets.
•AFLGCJ and clubs to pursue prudent financial benchmarks	Review the financial benchmarks of clubs and provide advice and guidance as and when required	AFLGCJ Board & AFLGCJ Administration	December each year	Undertaken once all club Financial Reports were received following season 2010. Awaiting Financial Reports from season 2011. Clubs to supply 2012 Financials after their AGM's. 2013 all club financial reports received and on going assistance when needed.
•Financial budgets to be developed annually by AFLGCJ and all Clubs and the Board of AFLGCJ to plan the financial future of the league	Budgets to be developed and adopted by the Board at the September Board meeting	AFLGCJ Administration	August each year	Done for season 2011. Done for season 2012. Done for season 2013
	Provide assistance to clubs to prepare budgets prior to the commencement of the financial year	AFLGCJ Board	August each year	2012 offered assistance to clubs. 2013 the same
	Prepare forward looking financial plans including the identification of government grants	AFLGCJ Administration	August each year	Five year budget prepared in 2010. Identification of grants to be undertaken. 2012 applied for grant but was unsuccessful. 2013 Funding has not been announced. 2013 no funding applied for.
•AFLGCJ and clubs to have a current strategic plan including risk management, business and marketing plans	Ensure that strategic plans are reviewed annually	AFLQ CDO	April each year	As strategic plan developed in October 2011 this was forgone in April 2011. To be scheduled for early 2012. Updated September 2012. 2013 strategic plan an agenda item on monthly board meeting.
	AFLGCJ to facilitate resources to assist clubs to review their strategic plan	AFLGCJ Administration	April each year	AFLQ CDO has been assigned this task and is currently arranging meetings with clubs to review their strategic plans. 2012 CDO working with clubs to complete ASAP. 2013 AFLQ hub staff and AFLGCJ CC have organised.
•The Board of AFLGCJ to undertake periodical reviews of staffing levels and conditions	Ensure that human resources are in place to manage growth	AFLGCJ Board	Ongoing	With the receipt of the 'Jobs Plan' grants for two staff members this has been attended to. Club co-ordinators assisting clubs to reduce work loads. 2013 the same

Strategic Pillar 3: Finance & Administration

	Ensure staff work within quality environments	AFLGCJ Board	Ongoing	The annual review of the two Club Coordinators indicated that the environment is at the right level. 2012 current level correct. 2013 the same
	Understand and document the future work-life plans of each staff member	AFLGCJ Board	Update each October	Club Co-ordinators appraisals early 2012. End of year appraisals due September 2012. 2013 staff appraisals completed.
	Provide work experience opportunities to university students that will alleviate staff workloads	AFLGCJ Board & AFLGCJ Administration	Ongoing	Club Co-Ordinator arranged uni student to come into the office to chart all players that did not return to play AFL. 2013 didn't happen.
	Investigate job sharing initiatives with other sporting bodies and other employment opportunities	AFLGCJ Board	Ongoing	2012 Club Co-ordinators have met with club co-ordinators from Soccer and Rugby league. 2013 the same
	Develop position descriptions for current and future positions filled by employees and volunteers and review periodically	AFLGCJ Board & AFLGCJ Administration	September each year & as required	
•Policies, procedures, documents, by-laws and the constitution to be relevant, user friendly and up-to-date	Reviews of policies, procedures, documents, by-laws and the constitution and finalised prior to the annual conference	AFLGCJ Board to manage, AFLGCJ Administration to put forward recommendations	August each year	Constitutions currently under review by President and Vice President. By-laws updated by AFLGCJ staff and reviewed by Board in November 2011. Final changes to be considered and then put to Board in Jan 2012 for adoption. Policies drafted by AFLGCJ Staff to be put to Board in Jan 2012 for adoption. Updated 2013 By-laws to be presented at September BOD meeting. Club and League constitutions to be completed September 2012. 2013 new constitution sent to the office of fair trading for adoption. By Law amendments to be presented at October board meeting.



Strategic Pillar 4: Volunteer Management

OBJECTIVE:

“To support and develop programs that will attract and retain officials, coaches, sports medical staff and other volunteers to the Gold Coast Junior AFL community”

Key Outcomes	Key Initiatives	Responsibility	Timing	Current Activities
•Implement and maintain 'The National Standards for Involving Volunteers in Not-For-Profit Organisations'	Document the standards as they apply to AFLGCJ	AFLGCJ Board	Before 2011	
	Review the relevance of the standards to AFLGCJ	AFLGCJ Board	February each year	
•Promote and conduct training courses to improve 'whole of club' performance and efficiency	AFLGCJ to arrange resources and promote the courses to 'club' officials	AFLGCJ Administration	February each year	2011 Club Co-ordinators promoted courses to individual clubs. 2012 Club Co-ordinators met with clubs to work through Club Risk Management document. 2013 the same
	Conduct courses at individual clubs or as a cluster of clubs	AFLGCJ Administration	March/April each year	2011 Club Co-ordinators delivered courses in Footyweb, Kids First, Club Manual, Conflict Resolution. 2013 club CC conducted courses for footyweb in north, south and central cluster as well as individual courses for club specific.
	Follow up and review training undertaken by 'club' officials and update course content	AFLGCJ Administration	Ongoing	Feedback from clubs regarding courses taken to them individually very positive and club co-ordinators update wherever necessary. 2012 same courses ran at clubs with updates if needed
	Identify and promote training courses conducted by the AFL and other organisations	AFLGCJ Administration AFLQ CDO	Ongoing	AFL Quality Club Program rolled out by AFLQ to all clubs 80% completed. This is being completed by AFLQ direct with clubs. In 2013 this will be incorporated with pre season meeting with all clubs. 2013 all club received bronze accreditation
•Through the "Coaching Coordinator Program" expose coaches to modern coaching philosophies	Support the programs developed by AFLQ and assist in the promotion and application of the coaching philosophies	AFLQ Club Development Officer	2011 on	Program continued during 2011. AFLQ CDO to consider improvements to program for season 2012. In 2012 all programs run by AFLQ were fully supported by AFLGCJ. 2013 the same
	Involve GCFC coaching staff	GCFC Coaching Staff	2011 on	GCFC Coaching Staff involved during 2011 and have indicated their involvement in 2012. GCFC coaching staff did presentations to Coaching Co-Ordinators. 2013 the same
•Promote programs to clubs that will retain existing, and attract new, volunteers	Identify factors and conduct training for club executives that will increase volunteer numbers	AFLGCJ Board	2011 on	Annual Conference topic on leadership presented to club executives. 2012 AFLGCJ held 2 x Presidents and Secretaries Breakfast which was very proactive. 2013 the same
	Maintain close contact with government departments that provide grants and/or funds that assist volunteers	AFLGCJ Board	Ongoing	Through CDO all clubs applied for volunteer grant with Sport & Rec. 2012 supported by AFLQ CDO. 2013 sent out on a weekly basis.
•Implement new, cost effective technological solutions to ease the burden on volunteers	Access university and industry expertise to identify solutions	AFLGCJ Board	2011 on	
	Conduct training in FootyWeb modules and AFL portals	AFLGCJ Administration	2011 on	Club Co-ordinators individually at all clubs. 2012 Club co-ordinators met with each individual club. 2013 met individually with each club and on going phone support.
	Investigate and implement where feasible social networking communication tools	AFLGCJ Administration	Ongoing	Facebook page implemented during 2011. A planned approach required for 2012. AFLQ social media policy adopted and implemented. Most clubs have their own Facebook page. 2013 revamp of social media pages saw numbers increase greatly.

Strategic Pillar 4: Volunteer Management				
•Enhance the use of the internet for volunteers to communicate with stakeholders (parents, players, officials, volunteers)	Obtain and maintain current email database for all stakeholders	AFLGCJ Administration	2011 on	Through Footyweb as updated each season. Updated in 2012. Updated in 2013
	Ensure information available from AFLGCJ website is current and accurate	AFLGCJ Administration	2011 on	All website documents update in october 2011. Updated in 2012 and on a continual basis. 2013 updated regularly
	Increase the content available from our website	AFLQ CDO	2011 on	Udpated content and links updated in Ocotber 2011. Updated in 2012. 2013 revamp of website saw greater hits on our website figures.



Strategic Pillar 5: Facility Development

OBJECTIVE:

“To assist clubs in developing and upgrading facilities”

Key Outcomes	Key Initiatives	Responsibility	Timing	Current Activities
•Review Preferred Facility surveys of all clubs and initiate plans to rectify facility deficiencies	Identify and then prioritise facility needs (GCCC Sports planning process)	AFLQ to initiate surveys Clubs to complete	February each year	Collected data from clubs late 2011 and submitted prioritised club needs to GCCC. Updated in 2012. 2013 hub staff to conduct and complete with the assistance of AFLGCJ. 2013 AFLGCJ staff to attend the grassroots summit.
	Preferred facility surveys to be included in the 'annual board calendar'	AFLQ CDO, AFLGCJ Board	February each year	Included on Annual Board Calendar. 2013 the same
•Assist clubs in developing their facilities	Communicate to clubs opportunities for funding and provide assistance to complete funding applications	AFLGCJ Administration AFLQ CDO	Ongoing	AFLQ CDO keeps clubs up-to-date with grant availability and assists them in completing the applications and collecting associated support material. 2013 sent out on a weekly basis
	Identify suitable home grounds for all clubs	AFLGCJ Administration AFLQ CDO	Ongoing	Currently working with GCCC to obtain a suitable home ground venue for Ormeau for season 2012. New Ormeau ground to be completed 2013. 2013 all clubs now have home grounds.
	Ensure all clubs have adequate facilities	AFLGCJ Administration AFLQ CDO	Ongoing	Currently supporting Northern clubs through grant application and review process and lobbying with relevant parties. Pacific Pines facilities to be completed 2013. 2013 workign with GCCC and AFLQ to have facilities upgraded and new facilities at Ormeau.
	Promote attendance by clubs at GCCC Sports Summits so they gain knowledge and meet key contacts who can assist with facility development	AFLGCJ Administration AFLQ CDO	Ongoing	Summit held late 2011. Clubs were provided with early notice and reminders. Unfortunately, summit held on a weekday which restricts the attendance of many volunteers committee members. CDO attended in 2012. 2013 AFLGCJ staff to attend in October.
•Work with other sporting bodies and schools to enhance shared facilities	Build a database of relevant sporting bodies and schools which contains contact details and disseminate to clubs	AFLQ, AFLGCJ Administration	In 2011 create then maintain	2012 clubs are to deal with AFLQ CDO or Schools DO when contacting schools
	Invite officials of other sporting bodies and schools to AFLGCJ functions and events	AFLGCJ Administration	Ongoing	
•Target Gold Coast Stadium and the Training Facilities for Junior AFL events	Aim to conduct AFLGCJ Finals series at Gold Coast Stadium	AFLGCJ, AFLQ, GCFC	2011 on	Contact made with Stadium managers but to no avail for 2011 Grand Final to be held at Stadium. Approach again early 2012. 2012 have been informed this is not possible at this stage or in the near future. 2013 did not happen
	Aim to conduct the AFLGCJ Super Clinic at Gold Coast Stadium	AFLGCJ, AFLQ, GCFC	2011 on	Contact made with Stadium managers but to no avail for 2011 Grand Final to be held at Stadium. Approach again early 2012. 2012 have been informed this is not possible at this stage or in the near future. 2013 did not happen
	Obtain access to the Training Facility for AFLGCJ Footy Fair, relocated matches, Super 8 Carnivals and other major events	AFLGCJ, AFLQ, GCFC	2011 on	Successfully negotiated a 'sign-on' day at Stadium early 2012. GC Suns are supporting this event. In 2012 this venue was not needed. 2013 individual clubs ran the carnivals. 2014 working on combined sign on at Metricon Stadium

Strategic Pillar 5: Facility Development				
•Utilise other open space areas to meet the expected increase in player numbers	Identify and create a database of open space areas with suitable facilities that will suit AFL games and training	AFLGCJ Administration AFLQ CDO	Update each February	AFLQ CDO working on this in 2012. 2013 the same