

BDAFL STRATEGIC PLAN
2008 - 2010

Black Diamond Australian Football League



STRATEGIC PLAN

2008 - 2010

BDAFL STRATEGIC PLAN 2008 - 2010

The Black Diamond AFL

ENVIRONMENT

The Black Diamond Australian Football League (BDAFL) is a dynamic body representing the greater Newcastle – Central Coast region of New South Wales in respect of Australia's number one football code.

The League was formed in 2000 with a combination of clubs from the Central Coast and Newcastle Australian Football Leagues.

The League comprises 11 clubs and in 2008 10 of the clubs will field a First Grade side. In 2007, only eight sides did. Six of the clubs are Hunter based whilst another five are on the Central Coast.

Football was first played in the Newcastle Region in the early 1880's. The game struggled during the recession of the 1890's and was revived on and off over the next fifty years before the Newcastle AFL was formed in 1948. The Central Coast AFL was formed in 1976.

The premiership trophy in the league is the Black Diamond Challenge Cup which was first played for in 1888 and won by the Wallsend Club. The trophy is the oldest Australian sporting trophy still being contested and is held aloft by the premiership team on Grand Final day. It is currently housed at the Newcastle Regional Museum.

STRUCTURE

The BDAFL is a league made up of member clubs and stakeholders throughout the greater Newcastle & Central Coast Region of NSW.

The BDAFL has an Executive elected in accordance with the Rules & Regulations. The Executive is responsible for:

- Strategic Direction
- Overall Performance
- Corporate Governance
- Compliance and Financial Management

The BDAFL Executive delegates to the General Manager the responsibility for day to day operations of the League.

The member clubs and stakeholders are responsible for effectively managing and presenting Australian Football in their areas of influence, and for collaborating with others in the BDAFL to pursue the objectives promulgated by the League from time to time.

The BDAFL maintains a strong relationship with AFL (NSW/ACT). The League also maintains collaborative relationships with Australian Football Leagues throughout NSW.

BDAFL STRATEGIC PLAN 2008 - 2010

MISSION, VISION & VALUES

MISSION

To maintain and develop a healthy competition that provides a quality environment and league structure allowing opportunities for players and officials to develop and participate in Australian Football throughout the greater Newcastle and Central Coast region of NSW.

VISION

To be the number one regional AFL competition in New South Wales.

VALUES

The BDAFL aims to:

- Develop the greater Newcastle & Central Coast Region as an acknowledged area of Australian Football in NSW
- Achieve ongoing collaboration with and between member clubs and stakeholders to build and maintain an effective football structure in the greater Newcastle and Central Coast region of NSW
- Maintain an attractive, viable, and credible Black Diamond AFL competition
- Facilitate the delivery of innovative quality football environment practices
- Deliver ongoing, innovative leadership
- Provide and promote a healthy sporting organisation to the communities of Newcastle and Central Coast regions of NSW

KEY PERFORMANCE INDICATORS

1. Innovative Leadership and Management
2. Financial viability of the BDAFL and its clubs
3. Educate and help clubs develop
4. Growing the Game
5. Marketing and promotion of the BDAFL
6. Contributing to the community

BDAFL STRATEGIC PLAN 2008 - 2010

1. Innovative Leadership and Management

Objectives

1.1 Determine portfolio of Board Members and General Manager

- Prepare portfolio for all Board Members
- Research the feasibility and need of a full time General Manager
- Establish position descriptions for all positions within League, incl. Football Record Editor, Chairman of Selectors, Web Editor

1.2 Review competition and determine best long term structure

- Conduct an annual review of BDAFL By-Laws
- Conduct an annual review of BDAFL Constitution
- Actively investigate best solutions and practices for
 - Hosting Presentation Night (inc Hall of Fame & Medal Night)
 - Finals hosting, Fixturing, Grading, Junior Football
 - Other operational activities

1.3 Build on the partnership with the AFL & key stakeholders to meet future challenges

- Participate in all AFL (NSW/ACT) Forums
- Collaborate with all AFL (NSW/ACT) development staff and utilise all available resources
- Contribute to the achievement of NSWACT AFL Strategic Plans and participate in periodic revisions of the plan, as required
- Work with Regional Manager and support staff as partners

1.4 Develop and maintain strong links with Junior Leagues

- Establish a clear avenue for junior leagues to be able to obtain guidance and support from the BDAFL and vice versa
- BDAFL officials to attend Junior League planning days, if invited
- Promote representative football and ensure all junior players are aware of AFL pathway.
- Support the Juniors League by way of Football Record & Website
- Establish a procedure where the Junior League can support the BDAFL media exposure

1.5 Develop strong links with other sporting codes

- Source other sporting organisations that operate in summer months
- Establish a plan for the two sports to share resources (administration, coaching, training, facilities, business partners)

1.6 Actively pursue to host the 2010 State Championships

- Appoint a sub-committee to be responsible for preparing the tender
- Research the costs, time and resources required to host Championships
- Liaise with AFL (NSW/ACT) staff & leagues who have hosted Championships
- Liaise with local council and organisations to ensure Championships would be a success

BDAFL STRATEGIC PLAN 2008 - 2010

2. Financial Viability of BDAFL and Clubs

Objectives

2.1 Ensure the long term financial viability of the league

- Annual Budget to be profitable or at least break-even
- Maintain a minimum of 15% of annual income as cash in bank at any time
- Maintain a minimum of 20% of annual income in bank at end of year
- Develop Sponsorship packages & brochure and attract new partners
- Update Sponsorship packages in November each year
- Actively and vigorously pursue new revenue streams
- Successfully organise the League's important events (Medal Night, Hall of Fame, Finals, Season Launch) without running them at a loss

2.2 Market & promote the BDAFL & member clubs to maximise financial opportunities

- Develop a Brand & Slogan that is recognizable and promotes the league to the broad community
- Increase media coverage
- Increase exposure of Football Record
- Ensure new initiatives implemented by the league receive appropriate media exposure
- Ensure all major BDAFL events are well promoted and organized so that they are prestigious, formal and professional and reflect well on the BDAFL
- Investigate fundraising exercises with other sporting bodies and organisations,

2.3 Assist and Educate member clubs to improve their financial viability

- Prepare Sponsorship packages & brochure
- List potential sponsors and target
- Work with member clubs and special groups on sponsorship arrangements
- Develop strategies with clubs to review increasing match day income

BDAFL STRATEGIC PLAN 2008 - 2010

3. Educate and Help Clubs Develop

Objectives

3.1 Ensure club personnel are provided with training support and management tools

- Improve a range of 'job descriptions' for volunteers
- Develop, maintain & improve a series of operational handbooks to assist all club volunteers
- Support & Encourage clubs to develop strategic plans and operational policies & procedures
- Provide Level 1 Coaching Courses to ensure all BDAFL Coaches are accredited
- Provide access to and assistance in the provision of sports administration,

3.2 Encourage member clubs to utilise the AFL as an education resource

- Ensure Club Contact Details are updated and provide to Club Development Officer, AFL (NSW/ACT)
- Provide information from AFL (NSW/ACT) to all member clubs
- Invite Club Development Officer, Regional Manager and other staff from AFL (NSW/ACT) to attend BDAFL workshops and present to attendees
- Meet, where required, with club and AFL (NSW/ACT) staff

3.3 Encourage achievement of best practices through leadership and support

- Develop a program to encourage junior & senior clubs to align themselves with each other
- Develop and implement a transitional program from junior to senior football,
- Develop and implement strategies for the recruitment and retention of volunteers
- Recognise and acknowledge all club officials including club umpires,
- Support clubs to develop "family friendly" practices

3.4 Facilitate planning with members clubs to improve the standard of facilities

- Be proactive in assisting clubs in sourcing and applying for grants for further facility development.
- Liaise with AFL (NSW/ACT) on grants available and in applying for grants
- Review, with clubs, current facilities and document improvements required
- A minimum standards guideline and timeline to be established

BDAFL STRATEGIC PLAN 2008 - 2010

4. Growing the Game

Objectives

4.1 Increase player participation by 10%

- Develop and implement a transitional program from junior to senior football
- Increase our exposure of the league within the community to attract new residents to our league
- Complete an annual study, in conjunction with junior leagues and AFL (NSW/ACT) regional staff of player numbers in all grades

4.2 Increase umpire participation by 20%

- Work with NCCUA to develop a recruitment & retention program for umpires
- Establish registration, policies and procedures for club umpires
- Establish pathway for club umpires to become accredited umpires
- Establish a formal process to recognise quality umpires

4.3 Maintain and develop existing member clubs

- Ensure club review process is carried out
- Ensure clubs have met the criteria set by the BDAFL and if not, to help club develop action plan to meet criteria
- Board Members to be encouraged to attend club meetings
- Provide Club workshops where required

4.4 Research the feasibility of the twelfth team in the BDAFL

- Liaise with Regional Manager in regards to junior development and growth areas
- Prepare in conjunction with Regional Manager which area/team should be the 12th club
- Work with club/area to prepare plan to enter the BDAFL

4.5 Establish a BDAFL Netball Competition

- Commence a Netball Competition in 2008
- Form a sub-committee with a netball co-ordinator from each club
- Encourage participation of all clubs in 2008
- Introduce policies & procedures to have all clubs involved in 2009
- Develop competition to three grades by 2010

BDAFL STRATEGIC PLAN 2008 - 2010

5. Marketing and Promotion of BDAFL

Objectives

5.1 Maintain and develop relationships with key stakeholders

- Enhance the relationship with local media (all forms) to promote football and member clubs to the broad community
- Establish relationships with Local, State and Federal Government representatives
- Maintain and build on our relationship with business partners
- Develop and maintain strong links with Junior Leagues

5.2 Develop an effective BDAFL brand

- Define the BDAFL brand
- Maximise tools to create brand exposure
- Utilise the Black Diamond Cup as part of the brand and a marketing tool
- Utilise the success of the Representative Squad as part of the brand
- Innovative & Strong Leadership

5.3 Increase exposure of football record

- Review current format of record & recommend changes
- Attract Football Record sponsors
- Look for avenues to include junior leagues & distribute record to junior games, auskick centre and local schools
- Appoint a Football Record Editor annually and is updated with BDAFL procedures

5.4 Ensure a useful and quality BDAFL website

- Maintain Website regularly
- Update website regularly
- Appoint a Website Editor annually and is updated with BDAFL Procedures
- Undertake a review of the website every six months

BDAFL STRATEGIC PLAN 2008 - 2010

6. Contributing to the Community

Objectives

6.1 Implement healthy football environment practices

- Maintain and develop Code of Conduct
- Clubs to be encouraged to register with Goodsports
- Identify and promote the social benefits of club affiliation
- Establish a Family Friendly atmosphere at all clubs
- Identify key community activities at which the BDAFL will attend to promote member clubs

6.2 Expand participation opportunities for all individuals within the Greater Newcastle/Central Coast region

- Establish policies and practices that enable people of different abilities to play football,
- Continue to help develop the game 'Rec Footy' within the region with participation for both females and males
- With member clubs, promote within the region, the benefits of participation at club level, both player, volunteering and supporting

6.3 Develop partnerships with government agencies and community organisations

- Identify potential partnership opportunities for community development initiatives with other locally based organizations
- Work with other sporting bodies and organisations to develop their potential

BDAFL STRATEGIC PLAN 2008 - 2010

STRATEGY EVALUATION

A review of this plan is to be undertaken annually. The BDAFL strategic plan is to be considered a 'rolling document' whereby at the conclusion of each year, it is subject to review.

The following needs to be achieved in order to make this a 'living document'

- 1) Board of Management, General Manager and other 'staff' to report on Key Performance Indicators in their area of concern.
- 2) Key Performance Indicators and direction of plan to be adjusted if necessary in December
- 3) Allow stakeholder 'buy in; by seeking club input. The Towards 20XX document will allow the first step to this process. An additional step will be to allow clubs their chance for input at the time of review (Nov/Dec)