

CENTRAL MURRAY & GOLDEN RIVERS FOOTBALL NETBALL LEAGUES



CMFNL MAJOR SPONSOR



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VHM Limited



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GrainCorp

IMPROVEMENT PLAN

2019 to 2023

Key Result Areas

Our success is measured by our success in each of these 6 areas. At each board meeting we report on our progress in achieving our leagues' goals in each of these areas.

Board Leadership

We have a clearly defined development plan. All board members understand their roles and responsibilities in achieving the leagues' vision, mission and key outcomes detailed in our Leagues Improvement plan.

People and Culture

We have clearly defined values which we promote to ensure we create a friendly, family environment.

Community Engagement

We engage with every club within our community. We establish strategic alliances with Key Centres of Influence (AFL, Council, and Commercial Enterprises) within our region.

Junior Development

We have the necessary structures and resources in place to ensure we have the required number of junior members for all our junior football/netball sides.

Leagues Administration

Our leagues are professionally administered with all the right checks and balances in place to ensure all revenue is banked and that we comply with legislated and AFL Vic policies and procedures (Salary cap, points, player/supporter behaviour etc.)

Facility Development

Our playing facilities are up to the standard required and are included in our local government's facility development plans.

LEAGUES' DASHBOARD Visual display of Key Performance Indicators and other strategic metrics for our leagues

Mission: Stronger Communities Through Sport

Vision: To encourage and support clubs through their involvement in local sport

Goal / Target / KPI		Actual	Target
Football Player Numbers	Senior/Reserves		
	U 17.5		
	U 14.5		
	U 12		
	Auskick		
Netball Player Numbers	A & A Reserve		
	B & B Reserve		
	U 17		
	U 15 / U 14		
	U 13		
	Net Set Go		
People & Culture	Match day environment is monitored through the Club Excellence		
	Code of Conduct (Nil breaches)		
	Player Reports (Nil reports)		
Community Engagement	Clubs Health Survey trends upward		
	Membership numbers trend upward		
	Gate income increasing		
Leagues' Administration	Leagues' budget aims to provide a small surplus		
	Increase the number of accredited football umpires		
	Increase the number of badged netball umpires		

LEADERSHIP / GOVERNANCE		We have a clearly defined development plan. All board members understand their roles and responsibilities in achieving the leagues' vision, mission and key outcomes detailed in our Leagues Improvement plan	
What? (Objective / Target)	How? (Action / Strategy)	KPI's	Targets
Introduce best governance and management practices. Who? John Brookshaw	Club viability audit integrated into each club Strategic Plan	Club viability audit	Positive or neutral trend in audit criteria
	Board support for Strategic Plan implementation	Strategic Plan developed and progress measured each year	All clubs have a Strategic Plan and are working toward its achievement
	Resource governance and management training for clubs	Satisfaction survey of training programs	<ul style="list-style-type: none"> • Each club represented at each workshop • Positive response on satisfaction surveys
Give overall direction to planning and development of the leagues and clubs Who? John Brookshaw	Develop and implement a policy framework which addresses circumstances	Policies developed and implemented	Policies in place and none overturned by clubs
	Effective communication and consultation framework with clubs	<ul style="list-style-type: none"> • Regular meeting between clubs and Board • Regular communications with clubs 	<ul style="list-style-type: none"> • At least three SGM's annually • Board minutes to clubs • Regular Board newsletter to clubs
	Marketing plan included in CR Board Strategic Plan	Business partnership packages	Increased sponsorship/business partnerships
	Provide an advocacy service to assist clubs to develop club improvement grant submissions	Number of grants successful	One club per year, requests assistance
	Promote the collaboration and sharing of ideas and information between; clubs, adjoining Boards, commissions, NV	Sharing of 'best practice' between clubs	Adoption of 'best practice' by clubs
	All league events and RAC procedures are regularly reviewed	Review held after each major event	Annual improvements to each event
	A strategic Plan is implemented and reviewed annually	Board Strategic Plan approved by clubs	CR Board achievement of KPI's

People and Culture		We have clearly defined values which we promote to ensure we create a friendly, family environment.	
What? (Objective / Target)	How? (Action / Strategy)	KPI's	Targets
To develop and build the capacity of club leaders Who?	Implement and promote development courses for coaches, primary carers, trainers, club personnel	Training courses offered	Number of courses and attendance numbers
	Implement and promote development courses for club leaders; governance, meeting management, finances etc.	Training courses offered	Number of courses and attendance numbers
To improve the recruitment and retention of umpires Who?	Provide leadership roles in football and netball umpiring	Appointment of a Football Umpire Manager and Netball Umpire Committee/Manager	Retention and recruitment improves
	Review football and netball umpiring	Review Recommendations	Board & clubs approve plan, recommendations implemented
	Measure the morale of umpires annually	Annual Umpire Health & Well-Being Survey	Morale trends upward
	Zero Tolerance Policy promoted to clubs	All clubs involved in promotion	Club Excellence - behaviour criteria, scores improve
To build consistent tribunal decisions and develop tribunal members Who?	Recruit and retain more members	Volunteer numbers	Increase tribunal members to 9
	Improve understanding of the Tribunal and its procedures	Training program annually for members and advocates	Attendance
	Implement a common set of tribunal procedures and penalties	Policies accepted	<ul style="list-style-type: none"> • Reduction in tribunal appearances • More consistency of penalties

COMMUNITY ENGAGEMENT		We engage with every club within our leagues. We establish strategic alliances with Key Centres of Influence (AFL, Council, & Commercial Enterprises) within our region.	
What? (Objective / Target)	How? (Action / Strategy)	KPI's	• Targets
Develop club engagement strategies that support the strategic plan of the CM & GR Leagues Who?	Increase the appropriate use of digital technology to manage and market clubs	Clubs use of digital technology; Facebook, www, membership dbase, marketing	<ul style="list-style-type: none"> • Consolidated membership dbase established in each club • Increased use of digital technology to market club

JUNIOR DEVELOPMENT		We have the necessary structures and resources in place to ensure we have the required number of junior members for all our clubs	
What? (Objective / Target)	How? (Action / Strategy)	KPI's	Targets
Develop and support pathways to build participation and promote retention at all levels of our sports Who?	Assist clubs to develop Auskick and Net Set Go programs	Auskick and Net Set Go programs participation rates	Total participation trending upward
	Promote the services of the AFL FDM and Netball Vic DM's	Club visits	All clubs are visited by the Netball DM and the AFL CM FDM
	Encourage participation in the AFL Women	<ul style="list-style-type: none"> Participation levels Number of teams in our region 	<ul style="list-style-type: none"> AFL CM Academy participation Two additional teams
	Implement policies which promote a family friendly environment	<ul style="list-style-type: none"> Implement AFL/NV social responsibility programs/policies – Codes of Conduct, Parent Expectations Club Membership numbers Gate data 	<ul style="list-style-type: none"> All promoted by each club Club memberships stable or increasing Gate numbers stable or increasing

LEAGUES' ADMINISTRATION		Our leagues are professionally administered with all the right checks and balances in place to ensure all revenue is banked and that we comply with legislative policies and procedures	
What? (Objective / Target)	How? (Action / Strategy)	KPI's	Targets
Maintain financial viability and stability Who?	Develop an annual budget which is aligned with the goals of the Leagues.	Acceptance of budget by clubs	<ul style="list-style-type: none"> Annual budget is approved by clubs Budget surplus
	Annual income and expenditure audited	Audit report by an approved auditor	Audit report is positive
	Expand commercial income	Diversity of goods and income from RAC sporting goods sales to clubs	<ul style="list-style-type: none"> Sales trend upward Line of products increases annually
	Increase the RAC administrative services	Services adopted by clubs	One additional service per year provided to clubs
	Provide an advocacy service to assist clubs develop improvement grants	Number of clubs requesting assistance	One club per year, requests assistance

FACILITY DEVELOPMENT		All playing facilities are up to the standard required and are included in their local government's facility development plans.	
What? (Objective / Target)	How? (Action / Strategy)	KPI's	Targets
To continuously maintain and improve facilities Who?	Maintenance and improvement of facilities included in each club's Strategic Plan	<ul style="list-style-type: none"> Annual facility audit Facility improvement plan 	All clubs have a up-to-date facilities masterplan