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| **Purpose**To provide a safe positive environment for young people to develop skills, become leaders and establish lifelong friendships through football**Vision**A thriving Club that is inclusive, has strong family values and is well respected in the community**Values**The Kwinana Junior Knights Football Club will embody and promote the following values:* **Respect** – we respect ourselves and show respect to others
* **Inclusivity** – we provide opportunities for all through being a diverse and inclusive club
* **Development** – we develop the player and the person and equip them with skills for life
* **Fun –** we have fun and in doing so develop a sense of camaraderie and belonging
 | **Pillars/****Key Priorities** | **1. People****“Grow”****Lead: xx** | **2. Retention, Growth and Development****“Facilitate”****Lead: xx** | **3. Marketing and Promotion****“Promote and Inform”** **Lead: xx** | **4. Facilities and Equipment****“Maintain and Enhance”** **Lead: xx** | **5. Governance****“Lead and Sustain”****Lead: xx** |
| **Key Outcomes** | **An engaged, committed and valued volunteer group** | **Members develop lifelong skills and become the leaders of tomorrow**  | **KJKFC has an increased reputation in the region** | **Fit for purpose, well maintained equipment and facilities**  | **A well run club that is financially viable and sustainable** |
| **Key Strategies and Actions**  | * 1. **Volunteer Strategy and Plan**

1.1a Develop and implement an overarching volunteer recruitment and retention strategy to include:* Required personnel/roles

eg Coaches, Managers, First Aiders and Match Day Officials* Recruitment strategies
* Education and training
* Recognition and reward strategies
* Retention and Replacement
	1. **Members**

1.2a Develop a member recruitment and retention plan inclusive of potential member incentives* 1. **Strategic Partnerships**

1.3a Identify and engage with strategic partners that can support club growth and development, eg, City of Kwinana, WAFC, RDC, other Clubs | * 1. **Female Participation**

2.1a Develop a plan to increase the number of:* Female teams
* Female coaches
* Females in senior club roles
	1. **Training and Development**

2.2a Provide best practice player training and development environment and equipment including access to technology 2.2b Develop and implement a coach mentoring and development program | * 1. **Marketing/Promotional Plan**

3.1a Develop a strategic marketing and promotional plan, including:* Club History
* Values
* Calendar of Events
* Key messages
* Target audience
* Communication channels and
* Collateral

3.1b Implement the plan ensuring:* Target market/audience is clearly identified
* Events
* Membership
* Coaches
* Volunteers
* Juniors
* Messages are clear and succinct and pitched appropriate to the target market
* Messages are promoted through the appropriate channels to reach the target market(s), including the broader community
 | * 1. **Facility Hire**

4.1a Streamline booking of facilities, including discussing with Council the option for a lease* 1. **Maintenance and replacement**

4.2a Develop an asset register and identify new equipment purchases required4.2b Develop an equipment maintenance and replacement plan * 1. **Facility Use**

4.3a Prepare a plan for the use of Honeywood Pavilion, including game allocation and use of facility.4.3b Investigate with the City the provision of lights at Honeywood and any future facilities | * 1. **Constitution**

5.1a Review and update current constitution * 1. **Policies and Procedures**

5.2a Review and update policies and procedures to ensure they are up to date and fit for purpose and practical* 1. **Committee Succession Plan**

5.3a Develop and implement a Committee Succession Plan to ensure ongoing viability and sustainability of KJKFC* 1. **Finances**

5.4a Develop a Capital/Cash Reserves Policy5.4b Identify and implement fundraising opportunities |
|  | **Key Performance Indicators** | ***KPIs for Pillar 1 Strategies**** 1. Volunteer strategy and plan implemented by xx
	2. Member recruitment and retention plan implemented by xx
	3. Four strategic partners engaged by xx
 | ***KPIs for Pillar 3 Strategies**** 1. Female Participation Plan implemented by xx
	2. a. Best practice training equipment/technology in use by xx

b. Coach mentoring and development program implemented by xx | ***KPIs for Pillar 4 Strategies**** 1. Marketing/Promotional Plan implemented by xx
 | ***KPIs for Pillar 5 Strategies**** 1. Discussions with Council and facility bookings streamlined by xx
	2. a. Asset register and new equipment list prepared by xx

b. Equipment maintenance plan prepared by xx* 1. a. Honeywood usage plan developed by xx

b. Lighting discussed with Council by xx* 1. Xx
 | ***KPIs for Pillar 6 Strategies**** 1. Constitution updated by xx
	2. Policies and procedures updated by xx
	3. Committee Succession Plan implemented by xx
	4. a. Capital/Cash Reserves Policy adopted by xx

b. Minimum two (2) fundraising opportunities undertaken annually.- Additional revue of $xx secured by xx* 1. - monthly financial reports provided to Committee by X
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