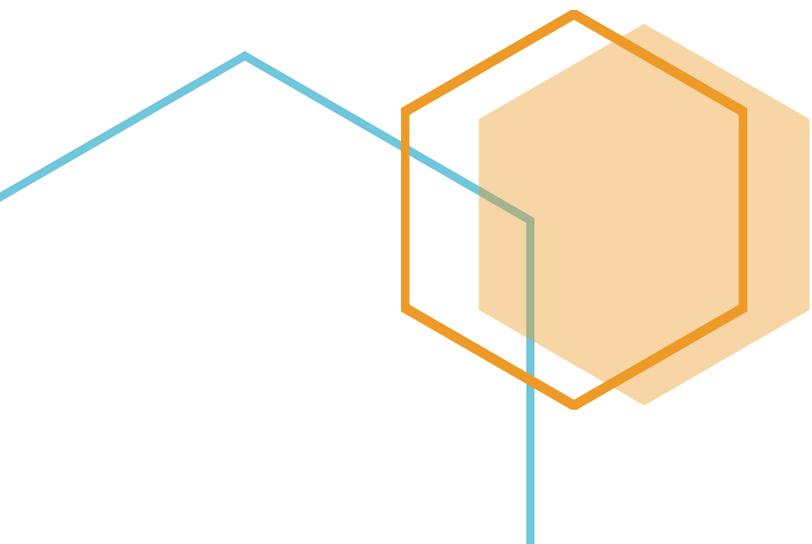


# ANU Football Club

Strategic Plan 2020-2022

*vilis est sermo*

Talk Is Cheap





## Our Vision

To help foster, promote and develop the sport of Association Football in Canberra.

## Our Mission

To provide opportunities for club members to participate in and enjoy football.

## Our Values

### Club Spirit

It is the values that our people bring to our institution, the culture they help to create and nurture in their time here, and ultimately, the legacy they leave behind.

All members get a fair go regardless of divisions. We emphasise equality of opportunity for all our members

### Fair Go

### Fair Play

We play hard, but fair. Playing by the written rules is mandatory, and respecting the unwritten ones is a must

We always play to win, but never at any cost. We try to play *the beautiful game* but also recognise that we sometimes don't quite get there.

### Play to Win

### Vilis est Sermo

'*Talk is cheap*' - In the most literal sense, what you do is vastly more important than what you say. Talk is meaningless without action.



## Our Strengths, Weaknesses, Opportunities and Threats

	Strengths	Weaknesses
Operations	<ul style="list-style-type: none"> <li>Capital Football's largest Senior Men's club</li> <li>ANU's biggest and oldest club</li> <li>ANU Sport affiliated club</li> <li>Successful in both state league and CL/NPL2</li> <li>Friendly/welcoming culture</li> <li>Optimal Location (closest club to Civic)</li> </ul>	<ul style="list-style-type: none"> <li>Poor governance                             <ul style="list-style-type: none"> <li>- Poor record-keeping policy</li> <li>- Vague roles/responsibilities</li> <li>- Unwritten processes and procedures</li> </ul> </li> <li>No existing strategic plan</li> <li>No ongoing coach development</li> <li>No storage at Willows</li> <li>Limited storage at South Oval</li> </ul>
Equipment	<ul style="list-style-type: none"> <li>Synthetic field available on Willows</li> <li>Umbro gear selection gives high quality at low cost</li> </ul>	<ul style="list-style-type: none"> <li>Poor accountability of equipment</li> <li>Declining availability of useable equipment</li> <li>Damaged nets on South</li> <li>Very few useable corner flags/poles</li> </ul>
Membership	<ul style="list-style-type: none"> <li>YoY growth in membership</li> <li>High retention rate</li> <li>Access to a diverse range of members personalities/skillsets to support the organisation of the club</li> </ul>	<ul style="list-style-type: none"> <li>Growing divide between teams of differing skill-level</li> <li>Declining member participation in club organisation and social events</li> <li>Poor student representation</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Growing Summer 9s participation</li> <li>Large cash reserves</li> <li>Ongoing operational costs met</li> <li>Access to ANU Sport grants</li> <li>Subsidised field hire</li> </ul>	<ul style="list-style-type: none"> <li>Increasing reliance on Summer 9s revenue</li> <li>No canteen income</li> <li>Off-line and inaccessible merchandise sales</li> <li>Unclear/unreliable accounting procedures</li> <li>Building fund not effectively invested</li> </ul>
Sponsorship	<ul style="list-style-type: none"> <li>Hellenic and Capital Physio sponsorship</li> <li>Member connections to local businesses</li> </ul>	<ul style="list-style-type: none"> <li>Inconsequential sponsorship prospectus</li> <li>Only two sponsors</li> <li>No game-day advertising</li> <li>No sponsor engagement at club events</li> </ul>
Communication	<ul style="list-style-type: none"> <li>Facebook page has 1.5k likes and strong user engagement</li> </ul>	<ul style="list-style-type: none"> <li>No website</li> </ul>



	Opportunities	Threats
	<p>Online coverage of select NPL games (Inc. FFA Cup) Annual SCUM popularity continues</p>	<p>Usage of personal/legacy email accounts Inconsistent communication Non-transparent policies (e.g. constitution; minutes) No member feedback channel Weekly SCUM unpopular</p>
Operations	<p>New South Oval club house online in 2021 Potential to build amenities block on grass at Willows Establishment of a junior club Access to women's football through a new junior club Potential NPL1 participation Synthetic cover for Fellows and conversion to 1 field for use</p>	<p>Field booking insecurity Referee insecurity Losing ability to play on campus Willows oval carpark redevelopment</p>
Membership	<p>Access to interhall sports Establishment of ANU referees sub-committee to provide and train referees for ANU games Increased engagement in NPL performance ANUWFC cooperation</p>	<p>Increased competition from alternative sports Disenfranchisement of membership due to CF's poor organisation of competitions.</p>
Finance	<p>Access to grants from new junior club Online merchandise store Canteen establishment</p>	<p>Increase in registration and participation costs Increase in equipment costs Increase in coaching costs Increase in field hire charges Increase in referees' fees</p>
Sponsorship	<p>New prospectus Canteen supplier Awards sponsor</p>	<p>Loss of Hellenic sponsorship from declining member engagement at events Loss of Hellenic sponsorship if club events (bar presentation night) are moved to the new south oval club-house's function room in 2021.</p>
Communication	<p>Utilisation of Facebook engagement to support the adoption of a new website</p>	<p>Declining popularity of Facebook.</p>



## Our Performance Areas

	Key Focus	Objectives
Operations	Promote good governance, and improve the quality of footballing opportunities for members	<ol style="list-style-type: none"> <li>1. Establish a strategic plan through 2022.</li> <li>2. Increase membership to 20 teams by 2022, with a maximum of 2 teams per division.</li> <li>3. Establish an online storage for all information relevant to the club.</li> <li>4. Secure Fellows as a viable medium-term field solution.</li> <li>5. Establish a pre-season coaching development course.</li> <li>6. Increase the number of referees for ANUFC matches.</li> <li>7. Improve the clarity of the roles/responsibilities for club roles.</li> <li>8. Notorise club processes throughout 2020.</li> <li>9. Develop larger equipment storage solution.</li> </ol>
Equipment	Increase the number and improve the quality of equipment available to all members	<ol style="list-style-type: none"> <li>1. Conduct annual stock take with new/old committee.</li> <li>2. Account for all equipment provided to teams and improve accountability.</li> <li>3. Repair damaged equipment</li> <li>4. Retire and replace unusable equipment.</li> <li>5. Replenish missing equipment.</li> </ol>
Membership	Grow ANUFC's membership and improve member engagement	<ol style="list-style-type: none"> <li>1. Strengthen the connection between teams and divisions</li> <li>2. Promote member engagement in club organisation and events such as trivia night and the operation of the canteen.</li> <li>3. Improve communication between CF and members.</li> <li>4. Increase student representation.</li> </ol>
Finance	Ensure ANUFC is financially stable	<ol style="list-style-type: none"> <li>1. Maximise profit from canteen operations.</li> </ol>



Sponsorship		<ol style="list-style-type: none"> <li>2. Establish an online merchandise store.</li> <li>3. Provide accurate, clear, transparent and timely financial statements.</li> <li>4. Minimise registration fee increases to reflect changes in CF, FFA and ANU Sport fees.</li> <li>5. Maximise the return on the building fund.</li> <li>6. Maximise field-hire utilisation</li> <li>7. Maximise ANU Sport grant revenue</li> </ol>
	Improve ANUFC's appeal within the community	<ol style="list-style-type: none"> <li>1. Strengthen the partnership with Hellenic Club and Capital Physio</li> <li>2. Develop a fresh prospectus</li> <li>3. Acquire at least 2 new sponsors.</li> <li>4. Establish game-day advertising solutions</li> <li>5. Promote sponsor engagement at club events</li> <li>6. Develop new fundraising channels</li> <li>7. Find a canteen supplier</li> </ol>
Communication	Develop effective communication channels and foster transparency of communication	<ol style="list-style-type: none"> <li>1. Develop a new website</li> <li>2. Deliver a website to showcase our club (who, what, when, where and how) to new &amp; existing members &amp; sponsors, and the local community.</li> <li>3. Provide alternative forms for communication for members who do not use Facebook</li> <li>4. Relaunch the SCUM as a monthly magazine.</li> <li>5. Develop a social media policy</li> <li>6. Establish a member feedback channel</li> <li>7. Implement and promote the usage of club-only emails.</li> <li>8. Promote coverage of NPL matches</li> </ol>