

**PROSPECT
HAWKS**



**JUNIOR / YOUTH FOOTBALL
STRATEGIC DEVELOPMENT PLAN**

Season 2021 to 2025

Endorsed by Club Members in 2021

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

1. INTRODUCTION & STATUS REPORT

The Prospect Hawks Junior Football Club was established in 2002. The Club became a separate legal entity in 2005, being fully incorporated and constituted. The progress in 20 years has seen the Club grow to the point where it has achieved a pathway for children from AFL Auskick up to U16 (boys) / U17 (girls) and a senior community with St.Patricks and senior state pathway within Tasmanian programs for graduating players. The Club has operated with the assistance of Meander Valley Council, Prospect Park Sports Club, Prospect High School, Hawthorn FC, AFL Tasmania, and the players, members, supporters and sponsors of the Club.

At the start of the 2021 season the Prospect Hawks status report is:

- Finances – Very sound and good scope to improve – expect further increase in registrations, sponsorships, government grants.
- Membership – Very good potential to increase from 220 junior/youth players, 65 Auskickers and 50 adult members in 2021.
- On-field – U8, U9 x 2, U10, U12 x 2, U14 x 2, U16 x 2 and U17 teams. The Hawks AFL Auskick continued to grow also.
- Facilities – Continue to develop AFL ground / facilities at venue. Priority being new scoreboard, ground and safety fencing, improved facilities for female players. Continue to work collaboratively with Prospect Park Sports Club for venue management.
- Off-field – Improving volunteer / coach and sports trainer development.
- Governance – The Club has been in operation for 20 years. We have entered into an MOU to build senior football pathways in partnership with the St.Patricks Old Collegians Football Club.

2. VISION (PURPOSE) STATEMENT

Prospect Hawks Junior Football Club is the Auskick / junior and youth football club of the Western Suburbs of Launceston and the Meander Valley, providing an opportunity for all young footballers to progress along a participation pathway in the NTJFA and NTFA / TSL. The Prospect Hawks will provide a safe, family oriented, development environment for football players aged from 5 years to seniors, encouraging the most talented players to achieve to the highest standard while always aiming to maximise participation amongst the children / youth of the region.

3. GUIDING PRINCIPLES

- We foster an environment of fun and enjoyment for players, coaches, officials, parents and supporters by always encouraging and applauding the efforts of all participants and never ridiculing mistakes or losses.
- Promote, encourage and foster the game of Australian Rules Football in the community.
- We recognise the need to maintain a safe, enjoyable, rewarding environment for the players and volunteers associated with the Club.
- Be a leader in football management so that the long-term success and stability of football within the community is assured.
- Liaise, communicate and cooperate fully with other key community, government and football stakeholders to ensure the continued development and growth of the Club and its aims.

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

FINANCIAL GOAL – To have a financially viable club which is able to generate sufficient funds to achieve the yearly and strategic goals of the Club, including facility development, equipment and guernseys for all teams and on-going yearly costs related to participation in football competition.				
Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
1. Set and achieve budget each year.	- Treasurer	- By November meeting each year.	- Budget completed and adopted	- Nil
2. Achieve revenue requirements each year through: Registration Levy, gate takings, fundraising raffles, functions, canteen, sponsorship. Details to be planned and documented.	- Treasurer - Fundraising - Canteen - Gate	- Detailed plan by February. - Seasonal.	- Fundraising plan in place and implemented successfully.	- Nil
3. Manage expenditure by developing / implementing strict processes and policies which must be adhered to by all volunteers / coaches and administered by the Treasurer and President. Refer Attachment D.	- Treasurer - President - Secretary	- On-going.	- Committee briefed and adopt requirements.	- Nil
4. Achieve both an allocation to a facility bank account and a surplus each year. In a normal year this should be at least 15% of revenue.	- Treasurer	- On going.	- Funds raised and banked annually.	- - Nil
5. Establish a 'Coach Development Fund' with the assistance of the coaching team and a high profile Tasmanian coach.	- President - Secretary - Treasurer - Coaches	- On-going	- Fund guidelines, fundraising strategy and implementation completed annually.	- Nil – self funding
6. Conduct a sponsorship procurement training workshop with AFL Tasmania assistance for key Club staff.	- President - Marketing Committee member	- By February.	- Workshop completed & Club implements.	- Nil

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

FACILITY GOAL – To develop and maintain a range of facilities at Prospect Park in Prospect Vale for the conduct of high quality Auskick, Junior, Youth and Senior football programs and for the benefit of members.				
Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
1. The Facility Development Plan to be finalised and implemented in conjunction with Meander Valley Council and AFL Tasmania, including contribution by PHJFC where appropriate. Refer Attachment A..	- President - AFL Tasmania - MV Council	- By season 2025.	- Plan completed and available to members.	- Nil - Seek support form from Council and Commercial.
2. Maintain a facility development banking account and apply for government funding support, including Local Govt, State Govt, Tasmanian Community Fund, Australian Sports Foundation and AFL Tasmania, as required.	- President - Treasurer - AFL Tasmania	- On-going.	- All applications completed and lodged.	- Nil
3. Develop a plan to approach the commercial sector to attract further contra and cash support for the developments.	- President - Treasurer - Marketing Committee Member	- By April annually	- All request for support completed, lodged and followed up.	- Nil
4. Establish a priority facility development schedule and implement building works each year as appropriate. Refer Attachment B.	- President - AFL Tasmania - MV Council	- By November.	- Priority Schedule completed and submitted to Council and integrated into Facility Planning.	- Nil - Seek support form from Council and Commercial.
5. Contribute to the management of Prospect Park by meeting regularly with Council and Sports Club stakeholders.	- President - Sports Club Delegates	- Annually	- Attendance at meetings. - Achievement of better managed facility and value for money use by PHJFC.	- Nil

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

VOLUNTEER STAFF GOAL – To appoint by December each year suitably qualified coaches, trainers and volunteers for each team fielded by the Club and all committee and volunteer roles.				
Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
<p>1. Establish a Volunteer Committee and Staff diagram and promote / recruit Club members and then develop / support as follows:</p> <ul style="list-style-type: none"> ▪ Advise parents of volunteer requirements at 1st training session and then on-going. ▪ Produce and distribute a volunteer registration form to all parents. ▪ Provide position description, induction training and support to all volunteers. ▪ Establish roster of volunteers where appropriate. ▪ Develop a volunteer support / feedback / recognition program. <p>. Refer Attachment C.</p>	<ul style="list-style-type: none"> - President - Vice President 	<ul style="list-style-type: none"> - By AGM in October each year. 	<ul style="list-style-type: none"> - All information / programs developed so as to enable recruitment of volunteers each season. 	<ul style="list-style-type: none"> - Nil
<p>2. Appoint a Football Manager who co-ordinates recruitment and development of all football related appointments, including coaches, trainers, match managers and other support staff.</p>	<ul style="list-style-type: none"> - President - Appointee 	<ul style="list-style-type: none"> - By AGM in October each year. 	<ul style="list-style-type: none"> - Appointment completed. - Football Volunteers in place by the beginning of the season. 	<ul style="list-style-type: none"> - Nil
<p>3. Appoint two (one for juniors and one for youth) <u>Club</u> volunteer co-ordinators at the start of each season to assist the President / Vice President to recruit, appoint, and support Club personnel as per Strategy No.1.</p>	<ul style="list-style-type: none"> - President - Appointee 	<ul style="list-style-type: none"> - By AGM in October each year. 	<ul style="list-style-type: none"> - Appointment completed. - Volunteers in place by the beginning of the season. 	<ul style="list-style-type: none"> - Nil
<p>4. Appoint multiple <u>Team Managers</u> who assist co-ordinate volunteers at the start of each season for Auskick, U9, 10, 11, 12, 14, 16, 17s to assist the Committee with the conduct of game / club activities. Refer to 'Communication Goal' for more details.</p>	<ul style="list-style-type: none"> - President - Coaches - Appointees 	<ul style="list-style-type: none"> - By 28 February annually. 	<ul style="list-style-type: none"> - Appointments completed. - Volunteers in place by the beginning of the season. 	<ul style="list-style-type: none"> - Nil

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

VOLUNTEER STAFF GOAL – To appoint by December each year suitably qualified coaches, trainers and volunteers for each team fielded by the Club and all committee and volunteer roles.				
Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
5. Appoint a marketing and public relations co-ordinator to committee each season to undertake key tasks associated with sponsorship, merchandise and media.	- President - Appointee	- By AGM in October each year.	- Appointment completed.	- Nil
6. Appoint a Club Liaison Officer to the Committee who attends agreed meetings of Prospect JFC and partner Club(s) to enhance communications.	- President - Appointee	- By AGM in October each year.	- Appointment completed.	- Nil
7. Appoint experienced 'coach co-ordinators' to assist / mentor all coaches and assistant coaches.	- Football Manager	- By 30 January annually.	- Appointment completed	- Nil
8. All volunteer football staff and committee to complete accreditation / training to agreed levels: <ul style="list-style-type: none"> ▪ Coaches – Level 1 minimum x 1 per team. ▪ Trainers – Level 1 minimum x 1 per team. ▪ Administrators – Complete AFL Tasmania 'Club Development Training Program'. 	- President - Football Manager - Volunteer Co-ordinator	- By 30 March annually.	- No. of Coaches, Trainers, Administrators who have completed accreditation / training.	- Funded by NTJFA.
9. Investigate with relevant stakeholders the establishment of a partnership to appoint a football development officer for Prospect Hawks and other sports clubs at Prospect Vale Regional Park.	- President - Football Manager	- For season 2021 and beyond.	- Feasibility established. - Funding confirmed. - Appointment completed if feasible and Club in agreement.	- Say \$5000.
10. Establish an U16 support and recognition program.	- Committee	- Annually.	- Program established.	- Nil

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

PLAYER MEMBERSHIP GOAL – To provide football opportunities for up to 330 children / youth aged from 5 to 17 years in 2021 and investigate options to provide senior football pathway in 2022 and beyond.

MEMBERSHIP GOAL – To provide opportunity for Club members and their families and friends to enjoy a range of services, facilities and functions by 2021 and beyond.

Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
1. Provide an Auskick Centre(s) for children aged 5 – 7 years each year at Prospect Park	<ul style="list-style-type: none"> - Football Manager - Club's designated Co-ordinator(s) - AFL Tasmania 	<ul style="list-style-type: none"> - Established by 28 February annually. - Completed by September annually. 	<ul style="list-style-type: none"> - Complete 10 week program - 50 - 80 participants 	- Nil – Self funded
2. Provide an Prospect Hawks U8 Mini League for children aged 8 years each year at Prospect Park	<ul style="list-style-type: none"> - Football Manager - Club's designated Co-ordinator(s) - AFL Tasmania 	<ul style="list-style-type: none"> - Established by 28 February annually. - Completed by September annually. 	<ul style="list-style-type: none"> - Complete 10 week program - 20 - 40 participants 	- Nil – Self funded
3. Provide an Prospect Hawks U8 Mini League for children aged 8 years each year at Prospect Park	<ul style="list-style-type: none"> - Football Manager - Club's designated Co-ordinator(s) - AFL Tasmania 	<ul style="list-style-type: none"> - Established by 28 February annually. - Completed by September annually. 	<ul style="list-style-type: none"> - Complete 10 week program - 20 - 40 participants 	- Nil – Self funded
4. To field minimum of three and up to six U9, U10 and U11 teams in the NTJFA, ideally providing AFL Junior Player resources to each registered player.	<ul style="list-style-type: none"> - Football Manager - Club Coaches 	<ul style="list-style-type: none"> - By 28 February annually. 	<ul style="list-style-type: none"> - Minimum 3 teams fielded each season. 	<ul style="list-style-type: none"> - Guernsey Sets - Equipment - Footballs - Resources
5. To field minimum of one youth team in each competition of U12, U14, U16 and U17 boys and girls teams in the NTJFA.	<ul style="list-style-type: none"> - Football Manager - Club Coaches - AFL Tasmania 	<ul style="list-style-type: none"> - All teams by 28 February annually. 	<ul style="list-style-type: none"> - All teams average 22 players by mid March annually. 	<ul style="list-style-type: none"> - Guernsey Sets - Equipment - Footballs
6. To support St.Patricks OCFC to field one U18 youth team and senior Women's team in the NTFA.	<ul style="list-style-type: none"> - President - Committee - Football Manager - Club Coaches 	<ul style="list-style-type: none"> - Both teams by 30 November annually. 	<ul style="list-style-type: none"> - Both teams average 30 players by November annually. 	<ul style="list-style-type: none"> - Guernsey Sets - Equipment - Footballs

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PLAYER MEMBERSHIP GOAL – To provide football opportunities for up to 330 children / youth aged from 5 to 17years in 2021 and investigate options to provide senior football pathway in 2021 and beyond.

MEMBERSHIP GOAL – To provide opportunity for Club members and their families and friends to enjoy a range of services, facilities and functions by 2021 and beyond.

Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
7. To establish and implement player recruitment strategies, including: <ul style="list-style-type: none"> • Distribute Club Flier / Posters each year to schools, local shops and community locations. • Conduct promotional 'Footy Blitz' information sessions and newsletter information at feeder schools: Glen Dhu, Hagley, West L'ton, East L'ton, Summerdale, Westbury, Sacred Heart, St.Thomas Mores, Prospect HS, Queechy HS, St.Patricks College. • Social media and radio blitz with promotional activities, eg AFL Community Camp, AFL game day curtain raiser and school visits. 	<ul style="list-style-type: none"> - Secretary - Football Manager - Club Coaches - AFL Tasmania 	<ul style="list-style-type: none"> - Flier by 15 November and again in early March annually. - Footy Blitz completed by late December and mid March annually. 	<ul style="list-style-type: none"> - Flier distributed to all locations. 	<ul style="list-style-type: none"> - Cost of producing flier.
8. To conduct at least one registration clinic day at Prospect Park and other school locations, if necessary, with support of senior players.	<ul style="list-style-type: none"> - Secretary - Football Manager - Club Coaches - AFL Tasmania 	<ul style="list-style-type: none"> - By early March annually 	<ul style="list-style-type: none"> - Clinic Days completed. 	<ul style="list-style-type: none"> - Cost of rego forms. - Cost of BBQ
9. To provide an affordable membership for players, families and friends.	<ul style="list-style-type: none"> - Treasurer - President 	<ul style="list-style-type: none"> - Before 1 November annually. 	<ul style="list-style-type: none"> - Levy set and registration open on FSP. 	<ul style="list-style-type: none"> - Nil
10. To create and maintain membership databases on PlayHQ and Gameday.	<ul style="list-style-type: none"> - Secretary / Registrar 	<ul style="list-style-type: none"> - Updated as required. 	<ul style="list-style-type: none"> - Database established and functional by 1 November annually. 	<ul style="list-style-type: none"> - Cost of software (if required).
11. To establish a clear vision and plan for the pathway to senior football for Prospect players in partnership with St.Patricks OCFC.	<ul style="list-style-type: none"> - President & Members - NTFA - NTJFA - AFL Tasmania 	<ul style="list-style-type: none"> - Confirm and implement by 2021 	<ul style="list-style-type: none"> - Partnership and pathway relating to mens and womens football. 	<ul style="list-style-type: none"> -

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

SENIOR MEN PLAYER MEMBERSHIP GOAL – To provide football opportunities for up to 30 young men aged from 15 to 18 years in 2022 and beyond in partnership with St.Patricks OCFC.				
SENIOR WOMEN PLAYER MEMBERSHIP GOAL – To support the provision of football opportunities for up to 30 young women in 2022 and beyond in partnership with St.Patricks OCFC.				
Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
12. To support St.Patricks OCFC to field one U18 youth team and in the NTFA regional U18 competition.	- President - Committee - Football Manager - Club Coaches	- By 30 November annually.	- 30 players by November annually.	- Guernsey Sets - Equipment - Footballs
13. To support St.Patricks OCFC to identify, recruit and appoint the football personnel for the U18 youth team, including head and assistant coaches and support staff (runner, trainer, manager).	- President - Football Manager	- By 30 September in 2021 and by 30 October annually.	- Appointment of accredited / suitable personnel.	- Budget - \$5k
14. To support St.Patricks OCFC to field one senior Women's team in the NTFAW competition.	- President - Committee - Football Manager - Club Coaches	- By 30 November annually.	- 30 players by November annually.	- Support senior club
15. The Club's will conduct programs to promote the pathway for graduating youth players including: <ul style="list-style-type: none"> • Senior players attend junior team training and Auskick • Juniors and Auskickers attending senior games for half time grid games • Senior club to invite youth players and parents to game day and conduct information sessions for pathway • Youth players train with seniors and have player teas • Senior players to mentor Youth players • Senior representatives attend Youth team trophy presentations 	- President - Committee - Football Manager - Club Coaches	- Conduct annually as per agreed plan	- Clubs develop a plan and implement programs annually	- Contribute to hospitality - Contribute to give-aways for juniors
16. Prospect Hawks JFC will refer all graduating players from the U16 boys team and the U17 girls team to the St.Patricks OCFC U18 and senior womens teams.	- Football Manager - Team Coaches - Registrar	- 1 September annually.	- All graduating players must be referred.	- Nil

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

GOVERNANCE GOAL – To be ‘professional’ and ethical in our approach to the conduct of football in the Western Suburbs of greater Launceston as measured by standards established by the AFL, AFL Tasmania and the NTJFA and the sporting community in Tasmania.				
Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
1. To meet corporate requirements and review annually (if required) constitution / by-laws to meet the needs of the Prospect Hawks Junior Football Club.	- President - Treasurer - AFL Tasmania	- By AGM in October annually.	- Report to corporate affairs annually. - Review completed annually.	- Costs of maintaining incorporation.
2. Maintain affiliation with Prospect Park Sports Club.	- President - Club Delegates.	- On-going.	- Maintain affiliation with Sports Club. - Remain financial at all times.	- Nil
3. Develop and implement new Memorandum of Understanding with St.Patrick’s Old Collegians Football Club. Refer Attachment E.	- President - Senior Club Liaison	- On-going.	- Implement MOU between St.Patrick’s OCFC and Prospect JFC.	- Nil
4. Maintain affiliation with Hawthorn Football Club.	- President - Club Liaison - Hawthorn FC representative.	- On-going.	- New affiliation agreement between Hawthorn FC and Prospect JFC.	- Nil
5. Appoint a Patron(s) for the Club annually following an appropriate search and invitation process.	- President	- By AGM each year.	- Patron appointed to the Club. - Patron to participate in agreed activities.	- Nil
6. Appoint an Independent Chairperson with the assistance of AFL Tasmania and at the discretion of the Prospect Hawks Junior Football Club committee.	- Members Committee - AFL Tasmania	- By AGM each year.	- Appointment of independent chairperson	- Nil

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Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
7. Establish Club Code of Conduct for players, coaches, volunteers, parents, spectators, which is advised, signed, monitored and enforced at all club games / events.	- President - Secretary - AFL Tasmania	- By 1 November annually.	- Codes of Conduct established and adopted by all members / supporters.	- Cost of producing handouts.
8. Research and establish a Player / Family Handbook, which includes rosters, code of conduct, coach and committee details, rules, rotation policy and other important player / family information.	- President - Secretary - AFL Tasmania	- By 30 January annually.	- Handbook completed and available on-line.	- Cost of producing handbook.
9. Research and establish a Club Policy and Committee Management handbook, which includes position descriptions, training and support information for volunteers, trainers and coaches.	- President - Secretary - AFL Tasmania	- By 30 November annually.	- Handbook completed and available on-line.	- Cost of producing handbook.
10. Establish a Committee Meeting schedule and a General Member Meeting schedule at the start of each season and ensure agenda and meeting times are strictly adhered to.	- President - Secretary	- By 30 October annually.	- All meetings conducted on designated dates, to set times and to agenda.	- Nil

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

RISK MANAGEMENT GOAL – To provide a safe football environment for players, members and supporters who participate in activities of the Club.				
Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
1. Provide ground management (including completion of the AFL ground audit) prior to each game to ensure a safe playing surface, including: <ul style="list-style-type: none"> ▪ Goal post pads in place. ▪ Ground markings with sufficient clearance to fence. ▪ Review ground surface to ensure no obstructions. ▪ Copy of audit to be provided to Council each Monday after home games. 	<ul style="list-style-type: none"> - President - Football Manager - Match Manager - MV Council 	<ul style="list-style-type: none"> - Annually. 	<ul style="list-style-type: none"> - All safety measures in place for first and subsequent games. 	<ul style="list-style-type: none"> - Council assistance request.
2. Ensure appropriate signage in place to maximise safe / hygienic grounds.	<ul style="list-style-type: none"> - President - Football Manager - MV Council 	<ul style="list-style-type: none"> - Annually. 	<ul style="list-style-type: none"> - All signage in place for season. 	<ul style="list-style-type: none"> - Council assistance request.
3. Ensure minimum safety equipment in place for each game, including: <ul style="list-style-type: none"> ▪ Scoop Stretcher, Neck Brace, Medical Supplies, Water Bottles, Phone Access and Jordan Frame (if available). 	<ul style="list-style-type: none"> - Football Manager - Club Head Trainer 	<ul style="list-style-type: none"> - Annually. 	<ul style="list-style-type: none"> - Equipment available for each game of season. 	<ul style="list-style-type: none"> - Budget
4. Produce and implement Player Medical Information / Clearance Form and Player Injury Report Form. Must provide 'loco parentus' authority for Club Officials to act in event of emergency and parents are present at games / training.	<ul style="list-style-type: none"> - Football Manager - Club Head Trainer - AFL Tasmania 	<ul style="list-style-type: none"> - By 30 October annually. 	<ul style="list-style-type: none"> - Forms available for distribution at registration & games. 	<ul style="list-style-type: none"> - Nil
5. Establish an Emergency / Trauma Plan for the Club. Refer Attachment F.	<ul style="list-style-type: none"> - Football Manager - Club Head Trainer - AFL Tasmania 	<ul style="list-style-type: none"> - By 30 October annually. 	<ul style="list-style-type: none"> - Plan completed and members briefed by start of season. 	<ul style="list-style-type: none"> - Nil

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

MARKETING & PUBLIC RELATIONS GOAL – To implement media, public relations, merchandise and sponsorship programs which are contributing to the professional image, corporate support, and revenue and surplus objectives of the Club.				
Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
1. To undertake relevant training and obtain resources from AFL Tasmania so as to develop a club marketing plan.	- Marketing & PR Co-ordinator - President - AFL Tasmania	- By November annually.	- Marketing plan completed.	- Nil
2. Maintain good communication with the Club Patrons and Club President to ensure that positive public relations are maintained in the general community and with all stakeholders.	- Marketing & PR Co-ordinator	- Annually.	- Communication with Patron(s) completed regularly. - Positive perception of Club in community and amongst stakeholders.	- Nil
3. To develop and implement a media strategy for the Club and in conjunction with NTJFA, AFL Tasmania and affiliates.	- Marketing & PR Co-ordinator - President - AFL Tasmania	- By March for season.	- Media strategy and processes in place and being implemented.	- Nil
4. To develop and implement a cost effective sponsorship procurement and servicing strategy for the Club and with assistance of NTJFA, AFL Tasmania and affiliates.	- Marketing & PR Co-ordinator - President - AFL Tasmania	- By February for season.	- Sponsorship strategy and processes in place and being implemented.	- Budget
5. To identify and secure a major naming rights sponsor of the Club for a period of 1 to 3 years with the support of AFL Tasmania.	- Marketing & PR Co-ordinator - President - AFL Tasmania	- By February for season.	- Major naming rights sponsor secured.	- Budget
6. To develop and implement a cost effective club merchandise program.	- Marketing & PR Co-ordinator - President	- By February for season.	- Merchandise program implemented with agreed margin to Club surplus.	- Budget
7. To continue to develop and maintain an on-line presence.	- Marketing & PR Co-ordinator	- Annually.	- Facebook, Web and Youtube maintained.	- Budget

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

HERITAGE GOAL – To recognize the origins of the Prospect Hawks Junior Football Club and the support provided by the Hawthorn Football Club and St.Patricks Old Collegians Football Club.				
Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
1. The Prospect Hawks will continue to wear with pride the brown, gold, white and green guernsey colours and use the logo and be known by the nickname 'Hawks'.	- Committee	- Annually.	- Continue branding. - Develop new design to reflect St.Patricks partnership.	- Nil
2. To publish the 'Club History' page on our website to explain the origins of the Prospect Hawks Junior Football Club.	- Committee	- On-going.	- Web page published annually.	- Nil
3. To negotiate with Hawthorn FC to have representatives attend at least one function annually.	- President - Club Liaison	- Annually.	- Attendance of HFC representatives at PJFC events.	- Nil
4. To negotiate with AFL drafted players to assist with a visit by Kade and Jake Kolodjashnij, Tarryn Thomas and Jackson Callow.	- President - Football Manager - Club Liaison	- Annually.	- Appearances by AFL drafted players.	- Budget

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

COMMUNICATION GOAL – To improve communication between committee, volunteers, parents, players and external stakeholders of the Prospect Hawks Junior Football Club to ensure that information on the objectives, activities and needs of the Club and stakeholders is readily available and understood.				
Strategy (What)	Responsibility (Who)	Timeline (When)	KPI (How)	Budget (How much)
1. To maintain a regular Club news item on Facebook, particularly during the season.	- Secretary	- Daily as required.	- Daily news update where possible.	- Budget
2. To provide a regular free tea / coffee / canteen facility for club members / parents / committee at Club training nights.	- Committee	- On-going.	- Tea / coffee facility provided at Clubrooms.	- Budget
3. Conduct a pre-season parent meeting and then regular parents meetings throughout the season to introduce committee / coaches and to 'orientate' parents to the Club.	- President - Secretary - Football Manager - Coaches - Committee	- On-going.	- Conduct pre-season meeting in early March. - 4 further meetings in season. - Provide introductory pack to parents.	- Budget
4. Committee to provide personal introductory information and summary of committee meeting outcomes, via Facebook, web page and meetings, to members / parents and other stakeholders.	- President - Committee - Secretary	- On-going.	- By February and then on-going.	- Budget
5. To develop a new program of ' <u>Team Community Building</u> ' to enhance communication / support between teams / parents and committee. The program to include: induction, training, recognition, budget allocation for team building activities.	- President - Committee	- On-going.	- By February and on-going.	- Budget allocation per team.

5. IMPLEMENTATION

The implementation of the Club' Strategic Development Plan will be the responsibility of all designated persons. Implementation will be overseen by the President of the Club, but all committee members have responsibility for assisting this process.

6. MONITORING

The Club's Strategic Development Plan will be monitored by:

- Discussion at each Committee Meeting of the Club in season.
- Mid-year Review Meeting – Conducted by the President in early July at a General Meeting of the Club.
- Post-season Review Meeting – Conducted by President in early October at a General Meeting of the Club.

7. REVIEW

The Club's Strategic Development Plan will be reviewed at the 'Post-Season Review Meeting' at which time an evaluation of the usefulness of the planning approach will be made and any new updates can be added to the plan and ratified at the Annual General Meeting.

ATTACHEMENT A – LOT 1, 2 HARLEY PARADE FACILITY CONSULTATION / SUBMISSION TO LOOP ARCHITECTURE – MARCH 2005, and updated in 2021

The following matters are of importance to Prospect Hawks Junior Football Club in development of the facility to the highest standard for Auskick, junior, youth and senior football at the venue.

Usage:

- **Games** – 10 to 15 game days per year, requiring full facilities.
- **Training** - 26 weeks of training up to 5 sessions (2 hours each) per week, requiring full facilities.
- **Functions** - Between 5 – 15 functions per year, ranging from bbqs to fully catered sit-down functions in club rooms.
- **Meetings** - 20 meetings per year, requiring club room / meeting room.

Club rooms:

- **Kiosk** – Require our own kiosk facility *on the football ground side* of the facility. This is crucial to attract volunteers to undertake this important fundraising task.
- **Kitchen** – Shared kitchen is ok, but is required for cooking and food preparation. We also recommend that provision for cold and dry storage be made.
- **Bar** – The club only requires a shared bar facility as it is expected that we would only have a casual licence for adult fundraising functions.
- **Office** – own space preferred with photocopier, fax/phone, computer desk and filing space required.
- **Storage** – own storage space of minimum 6m x 6m x 3m.
- **Trophy walls** – minimum of 2.4m x 2.4m

Toilets: internal, external, changeroom, umpire room facilities required.

Car Parking: Around 300 to 400 cars attending per home game over the duration of the day.

Crowd Attendances: Around 800 to 1000 people attending home games.

Members: Planning to have around 300 playing members annually. Anywhere up to 600 parent members by this time.

Change rooms:

Need to be able to cater to a minimum of 4 teams and 12 umpires at any one time.

The **home club** has the following players requiring change facilities: U11 (80); U12 (50); U14 (75) and U16/U17 (75). The **opposition teams** would have the same numbers and games are played consecutively, thus requiring change space for 4 teams.

As well, **umpire** game crews number 6 per game and should have capacity for male and female changing arrangements.

A **first aid / medical room** should provide for the following: direct (straight) access to the ground with door widths that allow free movement of a stretcher; internal access to the room from the change rooms; lockable storage of medical / sports trainer supplies is required.

Other requirements: We recommend the following:

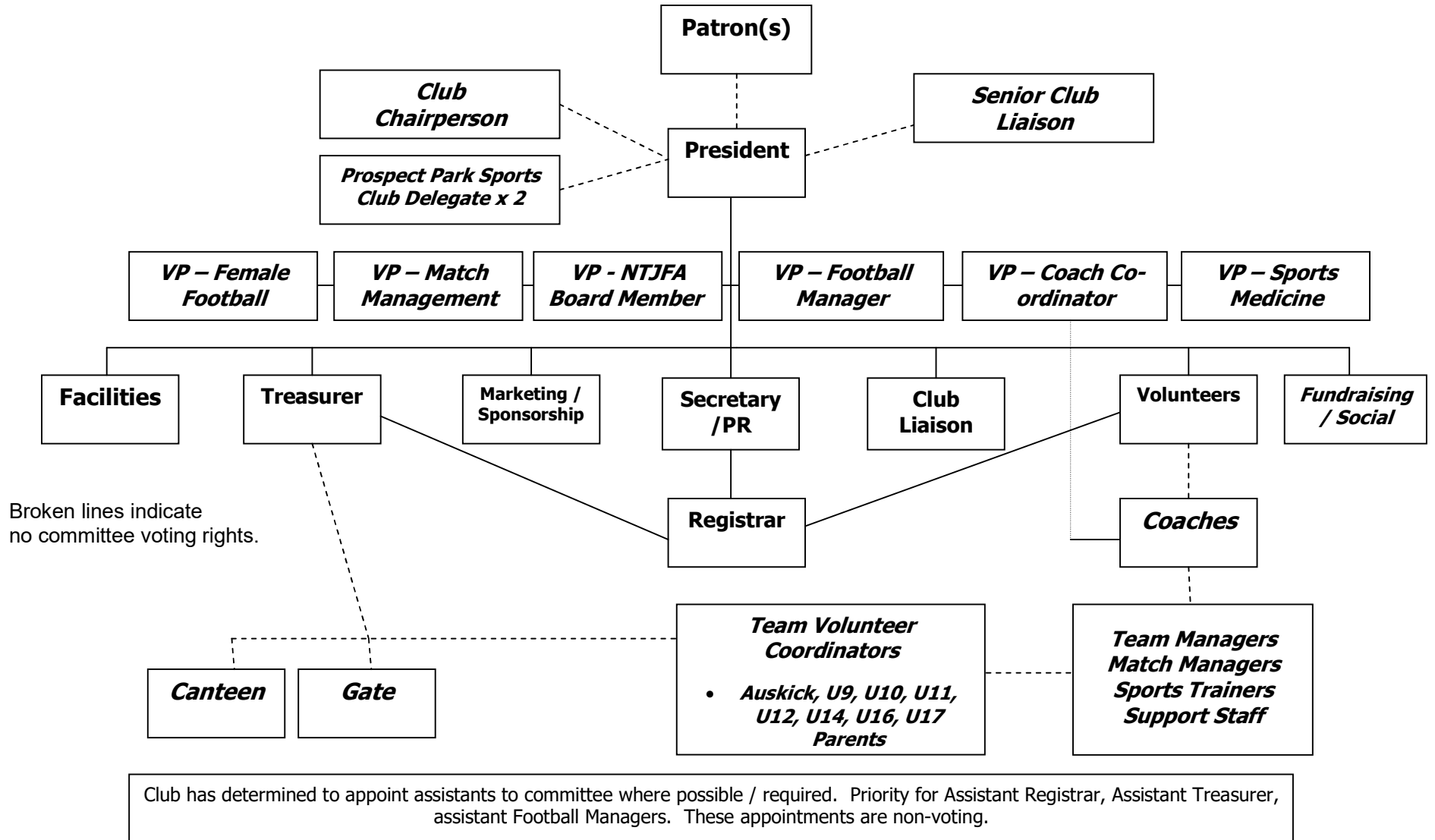
- Coaches room within change rooms with whiteboard and chairs.
- Child minding / play space within club room.
- Small dance floor in club room.
- Raised room on top of club rooms for – timekeeper, media, videographer, and possibly coaches.
- Covered deck for outdoor viewing, functions etc.

Prospect Hawks JFC Strategic Development Plan – 2021 to 2025

ATTACHEMENT B – PRIORITY BUILDING SCHEDULE – GALLAGHER PROSPECT PARK

ITEM	PRIORITY	BY WHEN	RATIONALE
- Electronic Scoreboard	High	2021	Upgrade to enhance score system for players, spectators and volunteers.
- Ground Fencing	High	2021	Ground perimeter fence to make venue safer and free of domestic and wild animals.
- Barrier Safety Goal Nets	Medium	2021	To continuously improve and make venue safe for players, spectators and to protect assets entering and leaving the venue.
- Signage – sponsors / safety / management	Medium	By 2022	To provide opportunity to raise revenue; To communicate safety messages; To ensure appropriate movement of people / vehicles / animals.
- Electric BBQ area	Medium	By 2022	To develop a paved / seated / covered area for outdoor entertaining. Will include an electric bbq. In conjunction with Sports Club.
- Grandstand / Ground Seating	Medium	By 2023	To provide greater capacity and comfort for spectators.
- Ground Entry	Medium	By 2023	To review and improve the entry / exit arrangements at the ground to make safe and allow easier access and egress during busy game days.
- Finish improvements to parking surface on perimeter.	Low	By 2024	To ensure that vehicles can park on fence perimeter without encumbrance and to minimise damage to grass surface of perimeter in wet weather.
- Re-develop and expand Clubrooms.	Low	By 2025	To build capacity in the Clubrooms to 160 people seated..

ATTACHMENT C – PROSPECT HAWKS COMMITTEE / VOLUNTEER STRUCTURE – 2021 - 2025



ATTACHMENT D– FINANCIAL MANAGEMENT STRATEGIES

To be finalized and added as soon as possible.

ATTACHMENT E – MEMORANDUM OF UNDERSTANDING – ST.PATRICKS OLD COLLEGIANS FOOTBALL CLUB

Completed MOU is provided in conjunction with this plan.

ATTACHMENT F – EMERGENCY / TRAUMA PLAN

To be finalized and added as soon as possible.