



CASTLEMAINE GOLDFIELDS FOOTBALL CLUB

STRATEGIC PLAN

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In partnership with:

Castlemaine Goldfields Football Club



Acknowledgement of Country

Castlemaine Goldfields Football Club acknowledges the Dja Dja Wurrung people as the traditional owners of the land on which the club is located. The club pays respect to leaders past and present, and thanks the Dja Dja Wurrung people for their ongoing custodianship and care of the land and waters where we learn and play.

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1. Introduction

1.1 Background

In 2024 Castlemaine Goldfields Football Club (the Club) commenced work on a strategic plan, supported in part with funding from Mount Alexander Shire Council's Community Grants Program. The club engaged Valley Sport to assist with the preparation of the plan. The plan was consequently reviewed and finalised by the Club Committee in 2025.

Engagement with members of the club informed the preparation of the plan. Member consultation included:

- an online survey circulated in June and July, gathering 82 responses
- online and face to face consultations with the club's committee members, held between April and November 2024, including workshops on the Club's Vision and Values, Constitution, and Policy and Procedures. Actions and responsibilities set during the process were delegated within the Club Committee

1.2 Strategic Themes

This five year plan focuses on the following six strategic themes:



1.3 Relevant Strategies

There are a number of external strategies that affect the operations and future planning of the club, including:

- Mount Alexander Shire Council's Fair Access Policy (2024)
- Mount Alexander Shire Council's Investing in Sport Strategic Plan
- Mount Alexander Shire Council's Public Open Space Strategy (2016)
- Mount Alexander Shire Council's Resourcing Recreation Strategy (2019)
- Football Victoria's Our Football 2024-2028

1.4 Purpose of Plan

The purpose of developing this strategic plan is to:

- Set a clear vision and direction for the club
- Support growth and development
- Enhance focus and efficiency
- Strengthen the case for funding opportunities
- Engage members and stakeholders
- Build long term sustainability

2. Desired Future

2.1. Club Vision

The club's vision is to:

- Foster a respectful and responsible culture that offers a safe, inclusive and accountable place for all its members.
- Encourage the broadest possible community and family participation and embrace all who wish to be involved in the beautiful game.
- Value developmental aims and principles over competitive influences in relation to coaching and planning policies.

2.2 Club Values

The Club's values are:

Inclusive of all abilities and skill levels, genders, and minority groups.

All who engage with the Club feel safe, appreciated, valued, wanted, embraced, and celebrated, in the environment the Club has created.

Welcoming of current and new members, visiting teams, and the whole community, to an open and friendly environment that has space and practices to embrace them.

If someone wants to join our Club, we do all that we can to make it happen.

Quality in all areas. The Club provides the best it possibly can for all who engage with it, with a sense of pride and commitment to development, using best practice models in all areas of operation.

We aim for quality in all that we do - on the field, off the field, in the kiosk and in the community

Fun underpins everything the Club does - at training, on game days, when marking lines, in the kiosk, and at fundraisers and celebrations. We wish that for all our members and visitors.

Fun underpins everything we do—it's why we're here.

People focussed - beyond just playing sport, we are building a community.

Developing, nurturing and supporting people to be at their best.

2.3 Objectives of the club

For the duration of this plan, the club will work towards achieving the following:

- **Enhanced Facilities and Infrastructure:** A second and then third permanent pitch to meet the needs of our growing membership, year-round playing surfaces, and modern clubrooms to host events, with sufficient space and equipment to support players and volunteers.
- **Expanded Teams and Development Pathways:** Continue to grow our offering for players at all ages and stages, gender-diverse squads with pathways for skill development, and an increase in qualified coaches (including to C and B licence levels) to enhance player development.
- **Strong Governance and Sustainability:** Clear procedures and practices for smooth transitions, effective governance, a sustainable committee, financial stability through sponsorship, and potentially paid roles to manage operations.
- **Affordability and Accessibility:** Commitment to keeping fees low while maintaining quality programs and ensuring financial viability.
- **Inclusive and Connected Culture:** A place where all members of our community feel welcome and included, regardless of background, race, gender or age. Respect for the Traditional Owners of the country on which we play football and the building of partnerships with our First Nations community. A strong community feel, pride in the club's identity, and a welcoming environment at all venues.
- **Community Engagement and Recognition:** A reputation for excellence in football development and inclusion, a strong volunteering culture, and opportunities for social connection within the club.
- **Future-Proof:** A positive, sustainable club culture supported by robust structures, continuous development of coaches and volunteers, and careful planning to adapt to growth without losing the club's ethos.

3. Strategic Direction and Actions

Using a SWOT analysis framework, and considering member survey feedback, the following goals, outcomes, and actions were determined for each theme. Responsibility for each action and a timeframe has been established to give direction to the Club once this strategic plan is adopted.



Responsibilities

Responsibilities for each action have been assigned to the relevant role within the organisation. Individuals currently in the roles assigned were present during the face-to-face workshops, and the responsibilities may change over time.

Timeframes

Timeframes identified in this document have been determined by the Castlemaine Goldfields Football Club, primarily highlighting a year and quarter within that year. Timelines for actions may also change over time as the club and this plan evolves.

3.1 Club Governance

During the development of this plan, the club undertook a constitution review which was updated and adopted in 2024. The club will prioritise the development and implementation of a series of policies and procedures aimed at improving all aspects of how the club operates. In particular the club will continue to prioritise efforts in ensuring the safety of players, coaches and other volunteers and our financial sustainability and transparency. This will include support for training and upskilling of committee members

Goals and Actions

GOAL / OUTCOME	ACTIONS	RESPON SIBILITY	TIMEFRA ME
Implement constitution	- Review ahead of 2025 AGM to ensure fit for purpose	Secretary	Q3 2025
Determine clear roles and responsibilities for decision making	- Review need for committee portfolios - Review current roles - Build organisational chart - Develop position descriptions where appropriate	Treasurer	Q1 2025
Develop registry of policies and procedures	- Ensure documents are publicly available - Adopt and implement policies and procedures	Secretary	Q1 2025
Annual review of policies & procedures	- Review annually to ensure relativity - Audit current policies and procedures	Secretary	Q3 Annually
Develop and implement annual workplan/ roadmap	- Develop annual calendar to highlight when actions should take place - Identify ideal timing for tasks - Review annually	Secretary	Q4 2024 develop Q3 annually review
Increase members understanding and access of governance	- Include in workplan/calendar - Increase communication of governance goals and actions - Ensure access to policies and	Secretary	Q1 2025
Upskilling and education of committee	- Encourage committee attendance at provided opportunities	Committee	Ongoing
Annual Report	- Develop and distribute post AGM - Build upon president report, include highlights/milestones for previous	President	Annual
Investigate long term need for paid	- Undertake financial modelling for this role	President &	Q4 Annually

3.2 Participation

The club has strong on field participation across a range of competitive and non-competitive options, and is nearing capacity of the current facilities, so a focus on player retention is important. Continual recruitment of coaches, referees and volunteers is an ongoing effort, however a more streamlined approach and additional training and pathways for all participants has been identified as a priority. A focus on Diversity and Inclusion will open the club up to the whole of the community, with opportunities discussed to improve club unity and provide more social events for members and community.

Goals and Actions

GOAL / OUTCOME	ACTIONS	RESPON SIBILITY	TIMEFRA ME
Inclusion & Diversity Support	- Develop an inclusion support statement - Define & Implement an inclusion officer or sub committee - Develop an inclusion policy - Engage Sports Focus to understand and embed cultural diversity practises - Run an inclusion workshop to	Committee	Q4 2024
Coaching development and support	1. Develop and implement coaches manual/handbook 2. Identify and Provide the next development opportunities for each coach 3. Develop registry of experience & completed courses by coaches	1. Junior coordinator 2. CCC 3. Registrar 4. Com	1. Q1 2025 2. Ongoing 3. Q4 2024
Over 35's football opportunities	- Investigate participation opportunities for individuals not involved in competitive play - walking football.	Senior Football Coordinator	2025
Referee recruitment and development	- Continue to offer access to referee courses - Continue to build, promote & supply referee uniform - Ongoing targeted recruitment of senior referees - Increase referee recognition	Ref coordinator	Ongoing

Player recruitment/ retention and development	1. Collect and analyse information & data 2. Implement end of season surveys 3. Continue to offer easy entry options, e.g. come and try sessions, social kicks etc 4. Investigate further skill development	1. Registrar 2. Registrar 3. Committee 4. Committee	Ongoing
Volunteer recruitment and retention	- Investigate volunteer coordinator & strategy - Improve volunteer recognition - Implement volunteer game day roster - Create volunteer working groups - Identify junior volunteer opportunities - Undertake financial modelling of paid	Registrar	Q1 2025
Provide pathways	- Develop and implement transition support between key age groups - Summarise clubs approach to player/	Coordinators	Ongoing
Social Events	- Create and maintain social calendar - Tie in with fundraising efforts	Social Working Group	Annual
Social football opportunities	- Investigate new opportunities to increase social football and related programs outside of competitive	Senior & Junior Football Coordinators	2025
Club Unity	- Investigate and decide on long term senior men's competition/league - Establish senior football coordinator role - Consider training schedule - Develop opportunities for senior players to coach and mentor junior	Committee	Ongoing

3.3 Planning & Infrastructure

The club is nearing capacity at its two available venues, and longer term further footballing facilities will be needed to meet demand. In the interim, the club will need to maximise its efforts at venues and continue to find the balance between the two.

Goals and Actions

GOAL / OUTCOME	ACTIONS	RESPON SIBILITY	TIMEFRA ME
Grounds Feasibility plan	- Utilise plan to advocate to FV, Council, State and Federal and opposition members	Grounds Committee	Ongoing
More playing space	- Communicate outcomes of feasibility plan with members and community - Develop funding and advocacy plan with council - Engage community with long term	Grounds Committee	Ongoing
Wesley Hill Usage	- Confirm short/medium term access to site - Advocate for improved kitchen space	Grounds Committee	Ongoing

3.4 Financial Sustainability

The club has solid financial systems but has identified the need to formalise these further, as well as formalising fundraising goals. Increased planning for sponsorship and grant opportunities to increase fundraising has also been recognised.

Goals and Actions

GOAL / OUTCOME	ACTIONS	RESPON SIBILITY	TIMEFRA ME
Optimise budget for long term financial sustainability	- Identify ongoing operational costs for better budget planning - Investigate Term Deposit opportunities - Identify cash flow, to better project when purchases can be made - Set goals for appropriate	Treasurer	Ongoing
Continue to seek grant opportunities	- Maximise grant opportunities - Develop capital works plan to	Grant Sub Committee	Ongoing
Establish and implement financial procedures	- Develop and document financial procedures, including cash handling - Discuss the need for financial	Treasurer	Ongoing
Increase sponsorship opportunities	- Build relationships and target specific businesses in the community, and consider tailored sponsorship packages - Discuss possible mutual benefits for potential sponsors – how can	Sponsors hips	Ongoing
Set fundraising goals and targets	- Set clear fundraising goals and targets - Assign specific targets to fundraising events or efforts	President and Treasurer	Ongoing
Seek to diversify income to meet long term fundraising goals/ requirements	- Confirm any potential contribution for facility upgrades - Review membership fees and structure	Treasurer	Ongoing

3.5 Facility Management

A need to develop an asset register for more effective facility maintenance planning will allow the club to better utilise its membership base to undertake maintenance tasks while also working within Council restraints was highlighted during this process. Continued liaising and advocacy for club needs to Council and facility Committee's will be required until facility updates can be achieved.

Goals and Actions

GOAL / OUTCOME	ACTIONS	RESPON SIBILITY	TIMEFRA ME
Develop an asset register and renewal plan	- Conduct an inventory of all assets and a maintenance & renewal schedule to better forward plan for replacements - Where appropriate allocate	Treasurer	Q1 2025
Maintain effective facility management practices	- Seek clarity on club and council responsibilities - Identify short term facility maintenance or upgrade projects - Develop maintenance schedule	Grounds Committee	Ongoing
Maximise utilisation of space across both venues	- Assess current usage of both facilities to identify ideal usage and maintenance programs - Continued liaising with Wesley Hill	Ground Committee	Ongoing
Leverage membership and volunteer base to support club operations	- Seek additional support from members and community for maintenance tasks - Consider how to utilise	Registrar	Ongoing

3.6 Marketing & Communications

Recent adjustments to the way the club communicates with members has brought about a positive response, which can be built upon through further actions. A more streamlined and tailored approach to communication platforms should also be considered.

Goals and Actions

GOAL / OUTCOME	ACTIONS	RESPON SIBILITY	TIMEFRA ME
Maintain strong member communications and outreach	- Continue to utilise communication platforms such as mail chimp and social media - Evaluate team communication platforms such as Stack or Team App and consider their usage for the club - Develop a more tailored approach	Comms Team	Ongoing
Leverage relationships with local media	- Continue to build relationships and work with local media outlets - Where necessary, provide photos & write ups/press releases - Provide timely and relevant	Comms Team	Ongoing
Improve club profile and engagement through merchandise	- Seek appropriate uniform providers - Determine merchandise options	Merch Team	Annual
Develop social media guidelines	- Implement a plan that outlines frequency and content of posts - Track metrics accordingly - Minimize oversaturation to reduce	Comms Team	Ongoing
Define and communicate key messaging	- Identify and document core messages - Ensure efforts reflects these	Committee	Ongoing

Resources

RESOURCE	
Football Victoria	https://www.footballvictoria.com.au/home https://www.footballvictoria.com.au/policies

Play by the Rules	https://www.playbytherules.net.au/resources/templates
Fair Play Code	https://sport.vic.gov.au/publications-and-resources/community-sport-resources/fair-play-code
Club Help	https://www.clubhelp.org.au/club-resources
VicSport	https://www.vicsport.com.au/
Sports Focus	https://sportsfocus.com.au/
Valley Sport	https://valleysport.net.au/
Mount Alexander Shire Council	https://www.mountalexander.vic.gov.au/Home

