



## Project '22 - Year 3

### BACKGROUND

Leading into season 2019 the club initiated a strategic plan to best manage the football and community experience across juniors, seniors, AAA, volunteers and families. It was called Project '22 and it is our four-year strategic plan that we believe will put us in a really strong position both on and off the pitch by the end of 2022. We are now planning for Year 3 of that program with milestones for Yr.2 needing to be revised due to impacts of COVID.

Steps forward have been made in all areas since the inception of Project 22' with the biggest focus points being the promotion of the seniors into State League 2 and also the introduction of a junior Technical Director. Much progress has been achieved with the seniors poised to make a big challenge to the league and the TD being appointed in February of 2020. Meanwhile, progress has been made in other areas, too.

In 2019 we had 19 junior teams, a AAA program, girls' MiniRoos program, a goalkeeping program and two senior teams. This season would have seen 21 teams across all those programs as well as our first two standalone girls' teams at U9 & U10 level. COVID-19 has robbed us of this growth and we're not sure what to expect in terms of numbers in 2021 as COVID-19 remains with us as does the uncertainty for parents. None the less, we still have capacity issues. Plans are under way to get support from Local Council and State Government Council for support to prioritise a lighting upgrade at Mott Reserve which will allow us to spread the training load across our two venues. We also have issues with numbers of coaches, and we need to start thinking about how to attract and retain them.

We had planned to focus more on club-wide social functions to enable that engagement, but COVID-19 again put pay to that thought. We will continue to drive that in 2021. We had also organised a fund-raising raffle which ended the same way but is still in the pipeline for next year.

## Year 2 SUMMARY

The overall aim of 2020 was to consolidate the seniors while more overtly strengthening the other pillars of Project '22. Financially, we formed a fund-raising committee who worked hard to get sponsorship dollars in the bank to prepare for possible co-contributions for facilities improvements. Unfortunately, COVID impacted that as we were only able to get in 30% of the funds that were pledged. We have pledged our support for the sponsors that did pay to roll that sponsorship over to 2021. We remain a competitive, ambitious non-NPL club.

Year 2 of Project '22 had been created keeping the results of the end of 2019 Club Survey in mind.

The pillars of Project '22:

- Senior men's team promoted to from State 4 to State 2
- Two teams in each junior age group, graded to suit all abilities
- Improved coaching quality and consistency
- Introduction of a girls' program and focus on strengthening connections
- Introduction of a senior women's team
- Encourage a culture of helping across the club
- Continued expansion of our AAA program

## PROJECT '22 – 2020 DETAILS

### Senior men's team promoted to from State 4 to State 2

As the club's flagship team, the more the seniors progress, the more the entire club progresses. Playing in a higher league gives our older juniors a clearer pathway to stay with the club and it puts us on the radar of councils and sponsors to further invest in our football and community programs. It attracts better coaches throughout the club, and if done properly will engage our juniors and families with senior football. But it can only work if a positive culture is created and led by this team, and if there is closer connection with the juniors and families. As the first, most tangible step of Project '22, significant investment has occurred in this area in 2019.

*Achieved:* New coaching staff performing at a high level.  
positive upturn in on and off-field culture.

*In progress:* Junior mentoring program introduced but needs further attention.

*2021:* Promotion to State 3.  
Investment to reflect the financial impact of COVID-19.  
Junior mentoring program to be driven harder from the senior group.

### **Two teams in each junior age group, graded to suit all abilities**

As an inclusive club, we want everyone who wants to play to be able to play, regardless of experience and ability. But coaching groups with vastly different abilities does not benefit anyone anywhere on the scale of abilities and makes it very difficult for the coaches. Having at least two teams negates those issues, and players can develop amongst their peers at the appropriate level. Grading will continue to officially happen from U10 and up, optional in the younger age groups.

- Achieved:* Two graded teams in five age groups.
- In progress:* The names 'Advanced' and 'Development' weren't well received.  
Implementing the graded teams caused confusion and some disillusion.
- 2021:* We will offer all returning kids from 2020 a spot in 2021  
Rename 'A' and 'B', a nickname e.g. vipers or simply by the division / team  
Clearly define club policies around team numbers and player selection  
'Trials' (if required) to be replaced by 'Introduction Days'

### **Improve coaching quality and consistency**

First and foremost, we are a football club. We need to constantly and consistently improve coaching quality to provide the best service to our football-playing members. That is why we exist.

- Achieved* New senior coaching panel performing at a high level.  
We now have 4 C Licensed coaches at our club with 6 other junior coaches completing *Skills Acquisition. Rest with no qualification.*  
More regular contact and 'checking in' to support coaches.  
More regular coach meetings.  
Continued commitment to the TD role inc. GK coaching for boys and girls.
- In progress:* More coaches need qualifications and development.  
Still a lack of consistency with coaching quality.  
Better sharing between coaches.  
Continue focus on giving coaches emotional & technical support (TD)
- 2021* More coaches to obtain qualifications.  
Re-secure as many of 2020 coaches as possible.  
Recruit new coaches from outside the club.  
What it will take to have all-qualified coaches without leaning on parents?

#### **○ Introduction of a girls' program and focus on strengthening connections**

The Falcons has been a male-dominated club and we want to evolve in this area.

- Achieved:* Introduction of a girls' MiniRoos program for 40 girls (two semesters).  
Introduction of three junior girls as coaches of that program.  
Introduction of stand-alone U8, U10 & U11 girls' teams  
Introduction of female coaches for all bar one team  
Steps towards understanding what it *really* means to be an inclusive club.

*In progress:* Creating a truly inclusive environment for women and girls, by giving girls/women the same opportunities the boys/men enjoy

*2021:* Continue the MiniRoos program at existing levels.  
expand the stand-alone girls' teams further from the MiniRoos girls coming through

### **Introduction of a senior women's team**

This is a longer-term ambition, more widely a part of improving female participation. There is a lot to put in place first and that is the aim before we can do this properly and by the end of season 2022 (or beyond). The aim is to establish and develop a women's team, which is comparatively as competitive as the men's team.

### **Encourage a culture of helping across the club**

We need more people doing more things. We need to ask for help and know that people are ready to help.

*Achieved:* Ten initially then eight people on the committee instead of four.  
Founding Victorian member of DT38.  
Some assistance in the canteen.

*In progress:* Understanding how we can best use volunteers in the canteen.

*2021:* High priority to encourage more volunteer work in all areas of the club.  
As we grow, we need to help each other more.  
Create a plan to engage and keep engaged a volunteer army.  
Run club-wide social events and activities to better engage our community.  
Encourage teams to run team-specific social events.

## **FINANCES**

Due to the impacts of COVID, a greater focus on managing costs will take place in 2021 so that reserves can be built up and prepared for strategic investment in 2022/2023.

- continued attention required on increasing sponsorship investment
- more fundraising and social events
- minimal kit purchasing in 2021 as we will use 2020 kits
- minimal equipment purchasing (balls, bibs, cones etc) kit purchasing in 2021 as we will use 2020 equipment
- no increase in registration fees to attract parents back to club after COVID
- maintain seniors in line with financial impacts of COVID
- relationships with Council and FV strengthened so that they come on the journey with us

## **GOVERNANCE**

In 2020, there were two new committee members, taking the total to ten. Roles, responsibilities and sub-committees were formed to enable more productive committee meetings. Committee meetings were held monthly for the first time.

Greater efficiencies will be found through 2021 as this new way of working beds down.

We are working with FV to improve their new, cumbersome registrations process and we will look to take advantage of the Play Football payment gateway for registration payments thus eliminating double handling of finances and information.

## **COMMUNICATIONS**

Improved communications were a focus for 2020 but there are still major holes in our process. Committee has created a communication workflow which will leverage JotForm EOI's and the Play Football system to streamline.

An improved, professionally presented website will be presented in 2021 as well as streamlined social media content. We will look at engaging a media student to create footage, take photos and write articles for TeamApp (internal), Facebook (internal and external) and the website (mostly external).

## **ENVIRONMENT**

Pick off the 'low hanging fruit'. Council will help in this area.

In 2021, we will:

- make more obvious recycling bins, including new signage
- encourage the use of keep-cups for coffee
- demand kits are supplied not wrapped in plastic

We will lobby the council to add a dishwasher to Hayes so that actual crockery can be used and reused without extra labour.

We will lobby council to use our club as a trial for solar panels that connect to a battery to run our floodlights during training.

## FACILITIES PRIORITIES

To deal with the projected capacity issues, we need to continue working with Council (and Football Victoria) regarding our facilities priorities. In 2019, we finished paying our co-contributions for the redevelopment of Hayes Park.

### Highest priority

Lights for Mott - ***Process has started.***

*Work on lights will commence in September 2021*

*Sanitary bins for female amenities*

Reconfigure Hayes back to two pitches – ***Discussion required***

### Longer term

Improve Hayes: Synthetic pitch at the front of the clubrooms. A real hub for football for community clubs, especially as the seniors climb the leagues.

*Difficult:* longer term but this has been flagged with Darebin council. When should plans be drawn up to show what it could be like? Do we need to invest in that as a part of a long-term vision?

### Special project

Test club for solar panels and batteries to run our lights. Needs to be a council initiative, but we can drive it.

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