



**AFL BARWON'S PLAN:
PLAY ON IN 2021**



OUR PURPOSE AND VALUES

Our Purpose

AFL Barwon is here to support the passion of our stakeholders, through responsible governance and professional leadership, to deliver a thriving competition and sporting community

Our Values



**Transparent
& Fair**



**Accessible
& Inclusive**



Collaborative



**Strong &
Courageous**



**Progressive
& Proactive**

OUR AFFILIATES



WHY A 12 MONTH PLAN



Purpose

AFL Barwon's Plan: Play On in 2021 aims to set a clear understanding of our priorities following the disruption to Season 2020 due to COVID-19.

The Plan aims to align priorities commensurate with AFL Barwon resources to provide a targeted approach to supporting our partners and delivering on what's most important.

The Play On in 2021 Plan will be the precursor to the AFL Barwon 2022 - 2025 Strategic Plan, which will provide the longer term vision for the organisation. Broader stakeholder engagement will occur during 2021 to assist in its development. This will include reflection, monitoring and evaluation of the Play On Plan to understand any ongoing areas of focus post Season.

Methodology

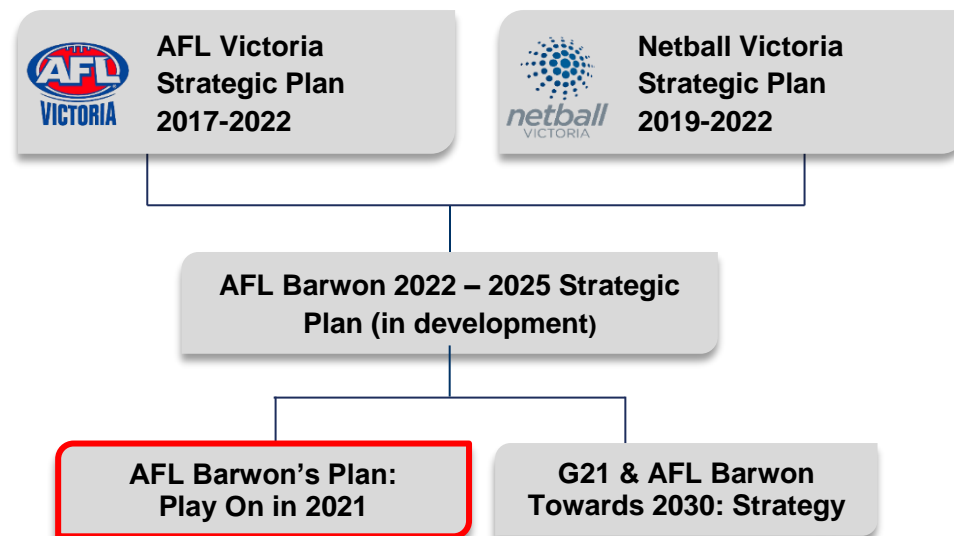
Engagement with AFL Victoria, AFL Barwon Staff, AFL Barwon Commission and key stakeholders has occurred throughout November. The consultation has assisted in the development of the Play On in 2021 Plan, including the Key Focus Areas.

Key Focus Areas

Five Key Focus Areas have emerged through consultation which underpin AFL Barwon's vision and objectives for 2021. These five areas are outlined on the subsequent pages of this document.

Strategic Alignment

The Play On in 2021 Plan aligns with the strategic directions of associated peak bodies, including AFL Victoria and Netball Victoria, as well as the recommendations and drivers within local and regional plans. The implementation, progress and outcomes of the 12 month Plan will assist to inform the future AFL Barwon Strategic Plan, due to commence in 2021.





PLAY ON IN 2021 SUMMARY

Our Purpose

AFL Barwon is here to support the passion of our stakeholders, through responsible governance and professional leadership, to deliver a thriving competition and sporting community

Our Values

Transparent & Fair | Accessible & Inclusive | Collaborative | Strong & Courageous | Progressive & Proactive

Our Focus Areas for 2021



Return to Play in 2021

All football and netball training and competition to resume in Season 2021 in line with COVID safe procedures



Re-engage and Sustain Participation

Re-engagement of existing participants to mirror the participation numbers of Season 2019



Support our Affiliates

Provide leadership, communication, support and direction to all of our Affiliates to ensure a vibrant and sustainable competition



Support our Staff

Ensure AFL Barwon staff are well resourced and engaged to deliver their key objectives in a flexible manner



Engage with our Partners

Work with our partners to continue to advocate and highlight the value of community football and netball and to continually improve relationships



RETURN TO PLAY IN 2021

KEY OBJECTIVES

- Resume all junior and senior training and competition for football and netball.
- Retain existing football and netball participants.
- Harness best practice plans to support clubs to respond to the dynamic COVID environment, allowing play to continue in line with evolving restrictions.

MEASURES OF SUCCESS

- All competition formats for all age groups of football and netball resumed in 2021.
- Season 2021 participation figures mirror those of Season 2019.
- Clubs delivering training and competition in line with COVID safe procedures and the requirements of associated facility managers e.g. local government authorities.



RE-ENGAGE AND SUSTAIN PARTICIPATION

KEY OBJECTIVES

- Re-engage and sustain participation, particularly females, umpires, volunteers and officials.
- Create equal, competitive and enjoyable competitions by developing greater competition equilibrium.
- Develop strategies and provide support for clubs experiencing the challenges of growth or decline.
- Diversify revenue opportunities including pre and out of season competitions.

MEASURES OF SUCCESS

- Promotion and marketing of the return to play in Season 2021, targeting key markets, completed prior to the start of the 2021 season.
- Online and face-to-face training and engagement for clubs on topics including diversity and inclusion, culture, mental health and player development delivered at set intervals throughout the season and prior to season commencement.
- In partnership with stakeholders, continue to engage and review feedback and organisational analysis to assist the progression and implementation of greater competition equalisation.
- AFL Victoria Club Champion and AFL Barwon staff to work with clubs demonstrating highest need to support the implementation of strategies to support both on and off field initiatives.
- Identification and trialing of alternate revenue raising opportunities.



SUPPORT OUR AFFILIATES

KEY OBJECTIVES

- Engage and support our Affiliates including participants, clubs, leagues, umpires and officials.
- Continue to communicate, provide leadership and develop stronger relationships between Affiliates and AFL Barwon.
- Provide assistance to Affiliates to attract and retain volunteers.
- Encourage and support Affiliates to become more inclusive and diverse.
- Support Affiliates to become more sustainable in all aspects of their operations including the development of 3-5 year strategic plans.
- Create the right environment for facility advocacy, including support for Affiliates to plan, prepare and engage with their Local Government Authority.

MEASURES OF SUCCESS

- Continued increase in Affiliates level of satisfaction in AFL Barwon's leadership and communication.
- Continued increase in the level of support provided by AFL Barwon for Affiliates identified as requiring assistance in areas such as strategic and facility planning, community leadership, volunteer retention, finance and governance.
- 75% of clubs engaged in a 3-5 year strategic planning process.



SUPPORT OUR STAFF

KEY OBJECTIVES

- Ensure adequate resources are available for staff to deliver core tasks.
- Create a healthy, safe and flexible working environment.
- Ensure that there is a balance of skilled professionals at Commission level and promote gender equity and diversity throughout the organisation.
- Promote the use of technology and more efficient ways to work, including the delivery of online training and information sessions that provide flexibility for volunteers and staff.
- Undertake recruitment of AFL Barwon Region General Manager role.
- Undertake recruitment of AFL Victoria Football Development Manager roles.
- Undertake recruitment of AFL Victoria Club Champion role (new position).
- AFL Barwon Commission and appointed Region General Manager to determine the most appropriate staffing structure to provide a professional level of service to all stakeholders.

MEASURES OF SUCCESS

- Maintain staffing levels of previous seasons.
- Recruitment of vacant roles prior to the beginning of season 2021.
- A happy, engaged, proactive, diverse and driven workforce.
- Improved technological capacity and capability of the organisation.





ENGAGE WITH OUR PARTNERS

KEY OBJECTIVES

- Work closely with our partners to advocate and promote the continued value of community football and netball.
- Continue to work closely with our region's Local Government Authorities.
- Continue to promote and support our commercial partnerships.
- Work with other peak sporting bodies and regions to find efficiencies, provide support and improve relationships.

MEASURES OF SUCCESS

- Retention, re-engagement and attraction of existing and new commercial partners.
- Continued information sharing and partnerships with Local Government Authorities through the AFL Barwon Annual Local Government Forum.
- Improved relationships, information sharing and collaboration with peak sporting bodies and others throughout the region, particularly the Geelong Cats – Community Partner, Cricket Victoria and regional cricket associations.

AFL Barwon is proudly supported by



AFL Barwon
Highton Reserve
PO Box 6007, Highton VIC 3216
03 5241 6774
aflbarwon.com.au



This report has been prepared by



sport and leisure planning

www.ieslp.com.au