

MOORABBIN KANGAROOS FOOTBALL CLUB STRATEGIC PLAN 2030

EXECUTIVE SUMMARY

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Executive Summary

The purpose of this plan is to provide the mechanism for the Moorabbin Kangaroos Football Club to address critical issues that are currently facing the club. These issues include reasonable on field success in particular at senior level, an overall decline in player numbers and the inability to provide a financial framework that will ensure sustainability and future growth. The club currently enjoys reasonable facilities. It is vital we ensure that that is not put at risk through dwindling numbers and declining competitiveness.

This plan entails a multilayered approach to reach the goal of becoming a destination football club for all age groups in the southern region of Melbourne. The areas focused on in this plan aim at addressing issues in both the senior and junior sections of the club and include building increased participation through player recruitment, player retention, player training & development, junior coaching, junior development, past player involvement, sponsorship & fund raising plus building a culture that supports a greater engagement from its members. Each of these areas have been analysed and a way forward developed.

This plan supports the increased investment in the recruitment of professional coaches and players that will assist in driving success and creating a winning culture at the Moorabbin Kangaroos Football Club.

The Moorabbin Kangaroos Football Club also acknowledge our obligation to ensure that the game of football is available to all sections of our local community. As such, the club is committed to increase junior engagement and to ensure that football is a game to be enjoyed by all.

This plan provides the framework for success but its goals can only be achieved with the **total** support of all sections of the club. The tradition and ethos of this club is in danger of being lost. The life-long friendships and bonds built through the game of football at this club must be sustained and the next generation of football players should be able to experience the unique aspects of what has made the Moorabbin Kangaroos Football Club great.

The Moorabbin Kangaroos Football Club welcomes you on this journey

Section 1 - Moorabbin Kangaroos FC Strategic Direction

Moorabbin Kangaroos Football club Vision:

Moorabbin Kangaroos Football Club being a destination club through excelling in the game of football, demonstrated by being successful on and off the field and at all age levels of participation

Moorabbin Kangaroos FC Goals:

The Moorabbin Kangaroos Football club will focus efforts on six strategic goals to achieve this challenging vision:

1. To improve the playing strength of all senior teams with the aim of competing regularly in Finals and winning premierships by season 2025/6.
2. Attract more senior players,
3. Increased participation at the Junior levels
4. Increased engagement from players & members.
5. Develop a sound and growing financial base to support investment in player development via the appointment of quality coaching at both the senior and junior level.
6. Develop a strong committee of management structure for both the senior and junior sections of the club.

This is what success looks like and what the plan sets out to achieve:

- More players registered and playing the game at all levels.
- Being the benchmark club for our local football players
- Winning multiple premierships by season 2030.
- Moorabbin Kangaroos Football succeeding at every level of participation.
- Making the game of football a dynamic, vibrant, friendly, a community sport that provides opportunities for everyone — well run and fun.
- Revitalizing the traditions and ethos that the club was built on.
- Being a financially strong, high profile and well managed football club.

Section 1 - Moorabbin Kangaroos FC Strategic Direction

Measuring these Goals:

The key indicators to measure progress in achieving these goals by 2030:

Goal	Key Indicators
1. Compete regularly in Finals and winning premierships by season 2025/6	<ul style="list-style-type: none"> - Ongoing recruitment to improve the playing strength of senior sides - Continued development of young talent within the club - Establishment of an U19's team by 2026
2. More Senior Players	<ul style="list-style-type: none"> - Additional 15 players registered for season 2025 - 2 Senior teams by season 2026 plus Under 19 team. - 2 Senior teams plus Under 19 team by season 2027 plus Junior Auskick OR
	Ladies team.
3. Increased participation at the Junior levels	<ul style="list-style-type: none"> - Work with SFNL to establish an U19's team for season 2026 - Appointment of an Under 19 coach by August 2025
4. Increased engagement from players & members	<ul style="list-style-type: none"> - Recruit additional volunteers and paid roles to assist in all areas of the club's - Manage and enhance the current player code of conduct - Development of player bonding activities - Development of a Social Calendar in conjunction with the players
	operations
5. Develop a sound and growing financial base	<ul style="list-style-type: none"> - Develop a special fund raising group by Dec 2025 - Establish an income budget by Mar 2026 - Establish new revenue streams by June 2025
6. Develop a strong management structure	<ul style="list-style-type: none"> - Appoint a senior committee with roles aligned with strategies

Section 2 - Strategies to Achieve the Vision & Goals

Moorabbin Kangaroos Football Club Strategic priorities:

This Strategic Plan is being produced in the context of driving toward becoming the destination club for all age groups in the southern region of Melbourne. The Moorabbin Kangaroos Football Club will have to be very clear on its priorities and how best to manage its funds. Significant increases in income will need to be achieved, with all costs kept under review going forward.

The Moorabbin Kangaroos Football Club key priorities over the next 3 years are:

1. Becoming a stronger consistent force in Division 4 of the Southern Football League.
2. Increasing our player base both senior & junior.
3. Maximising our revenue streams to invest in achieving sustainable success.

Section 2 - Strategies to Achieve the Vision & Goals

The Moorabbin Kangaroos Football Club will work to achieve our goals in 4 strategic Areas:

- Strategic Area 1 - Senior Section
- Strategic Area 2 - Junior Section
- Strategic Area 3 - Management & Leadership
- Strategic Area 4 — Financial Strategy

High level strategies have been identified in each of these areas to achieve our vision and goals.

The incoming committee of the Moorabbin Kangaroos Football Club will be responsible for implementing this plan and monitoring progress in each of the strategic areas and for adjusting strategies and policies as the need arises,

Strategic Area 1 - Senior Section

The senior section strategies are presented in four areas:

- Player Recruitment
- Player Retention
- Player Development
- Member Engagement

Section 2 - Strategies to Achieve the Vision & Goals

Player Recruitment:

We will recruit quality players, encourage players who have left the club to return, and keep developing and encouraging juniors to play senior football.

To ensure success and to win Senior Premierships we start with a player budget of \$45,000 to be invested in acquiring quality coaching and professional players.

It should be emphasised that we are not interested in just recruiting players to win premierships. We want sustained success. We need to attract players who are potential leaders with an interest in the juniors and helping to develop our local talent. These players will provide coaching and support for the junior players at the club.

Through social media, local press, board signage and offering player recruitment incentives, the Moorabbin Kangaroos Football Club will increase its senior playing numbers by season 2025/2026. The recruitment of the new players will assist, not only in player retention, but also will hopefully entice those who have left the club to return.

Player Retention:

We need to retain all existing local players to ensure we have a base to complement new players that will be recruited over the next season or two.

The key element of player retention is to make Moorabbin Kangaroos Football club a 'destination club'. This will be achieved through achieving success, by improved coaching, by player recruitment, development of junior talent within the club and through increased competitiveness of all teams.

The committee need to focus on building a pathway for players moving from the juniors to the seniors.

Player Development:

In recent seasons we have not been successful in keeping enough players to allow them to develop into consistent and confident senior players. One of the reasons for this is that the majority of our players do live in the local area and therefore are unable to train regularly. We must also ensure the right mix of experience and youth in the senior team. For too long we have been forced to select young promising players in the Seniors who are not ready, due to our lack of depth resulting in players to lose confidence and either leave the club or give the game away completely.

Member Engagement:

Each member of the club must continue to support in all facets of its Operations; from social functions to match day engagement. A key element of this is Thursday nights after training where every player should make themselves available to socialise with their team mates. The club's leaders need to actively promote this. These endeavours are crucial to building the culture of the club. Team rules to this affect should be driven home to players at the start of the season via a Season Launch. This culture of supporting the club needs to be constantly reinforced at senior training by the club leaders.

All club members and past players will be invited to attend all home and away games to support the club and encourage the current players.

Section 2 - Strategies to Achieve the Vision & Goals

Strategic Area 2 - Junior Section

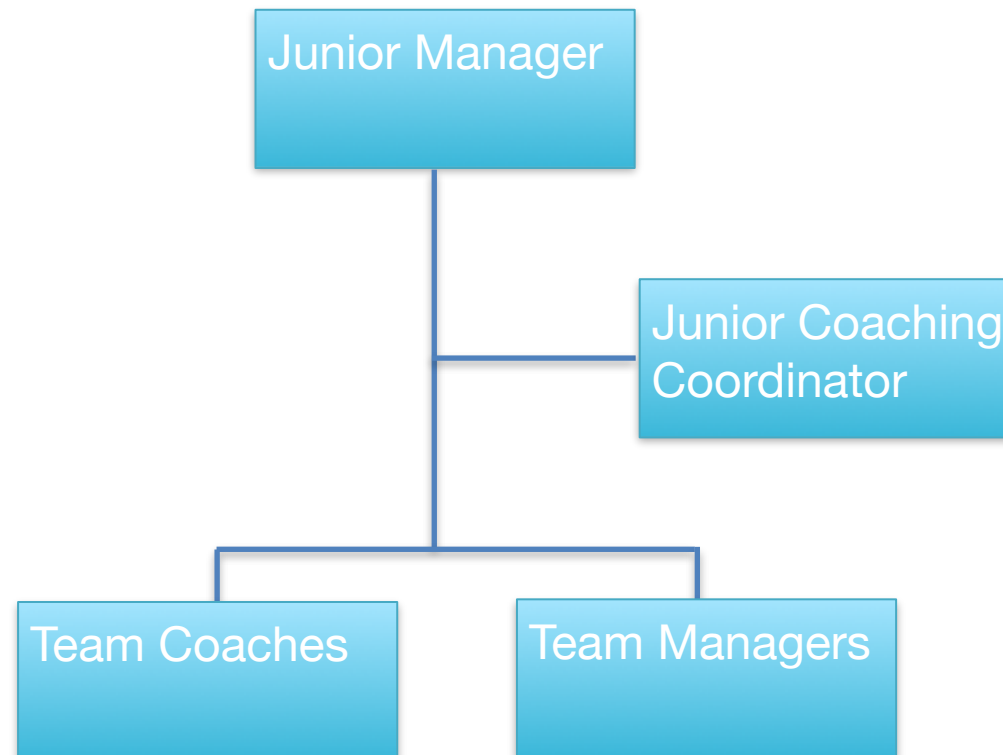
The junior section strategies are presented in four areas:

Junior Structure

- Junior Structure
- Appointment of an Under 19 coaching coordinator
- Appointment of an Under 19 team manager
- Junior Recruitment
- Junior Retention

Section 2 - Strategies to Achieve the Vision & Goals

Junior Structure:



Section 2 - Strategies to Achieve the Vision & Goals

Junior Coaching Coordinator

The role of the Under 19 Coaching coordinator is to focus and deliver on the following areas:

- The development of coaching programs with the aim to improve the skills of all junior players whilst ensuring they are having fun
- Work with the Junior Manager in finalising coaching appointments for the Under 19 side
- Work with the SFNL to coordinate the establishment of an U19's team
- Work with the SFNL to organise Information days at local schools
- Align with East Brighton Junior Football Club to provide a pathway for their Under 17 players to progress to Under 19 and ultimately Senior football at Moorabbin Kangaroos Football club
- Establish programs to enable each coach to develop their skills and improve their coaching capabilities
- Ensure coaches encourage player participation at all levels regardless of the ability of the junior player
- Arrange for at least 4 specialist coaching nights to be held over the duration of the season (one night each month) to assist junior players with the development of their individual skills
- Work with the Junior Coordinator and Junior Coaching Panel to determine the appropriate selection/grading for the side
- Work with the Junior Coordinator and Junior Coaching Panel in assisting with the grading assessment of junior players
- Meet with the Coach pre-season and assist them to map out their coaching plan for the year, focusing on any new coaches that have been appointed.

Junior Recruitment:

The committee needs to establish the development of strong links between primary (for Auskick 2027) and secondary schools in the area in order to attract and retain more players at all levels of the game.

Senior players to regularly support Junior coaching programs.
Introduce 'bring a friend' sessions.

Build a conduit with schools to attract kids to our AUSKICK program for 2027.

Junior Retention:

Focus on a major drive to retain players in the 17 - 18 age group.

Retention will improve with the improvement in the of quality of coaching.

Give under 17 players, who want to play at the higher level, the opportunity to train and be coached at senior training.

We need to improve the standard of our changing rooms and social areas to accommodate our junior players and their families.
Introduce a flexible approach to playing and training for those players that need it.

Improve the communication to players and their families about club events and milestones.

Insure the quality of all team managers and coaches.

Players will always leave the club to play at a higher level. The club can help retain these players for the future by monitoring their development and maintaining a strong relationship.

Section 4 - Financial Sustainability

The Moorabbin Kangaroos Football club is committed to providing strong leadership to achieve the vision and goals set out in this Strategic Plan.

The Leadership & Management strategies are presented in the following areas:

- Governance
- Moorabbin Kangaroos Football Club Committee structure
- Development of Annual Budget

Governance:

The Moorabbin Kangaroos Football club will be run in accordance with the club constitution.

The club holds an Annual General Meeting (AGM) once a year to elect committee members

Committee Structure:

The committee structure needs to reflect a modern approach adopted by various sporting organisations in administering a club. The structure will be continually reviewed to ensure the club adopts the highest possible governance standards.

Section 4 - Financial Sustainability

The ability of Moorabbin Kangaroos Football club to generate increased income and to support the requirements of this plan is closely linked to:

- Success in delivering additional and new sources of income, in particular from outside the club.
- The amount of income raised through player subscriptions.
- Success in securing additional sponsorship.
- Sustaining support that we receive from various levels of government and football governing bodies by way of grants and other funding opportunities.
- Funds generated through social activities.
- Leveraging our vast past player community

Funds generated on match day through the bar and food sales.

Introduce strict controls around the collection of annual subscription fees.

- Other opportunities to generate new income streams through the formation of a special fund raising group tasked with raising an incremental \$10K per year to fund the increased investment in quality players and coaching staff.

Cost review

Review all operating costs and reduce where appropriate.—

Below are the Moorabbin Kangaroos Football Club forecasts for the years 2025 to 2030 incorporating the planned activities covered in this strategic plan.

	2025	2026	2027	2028	2029	2030
Income						
Subscriptions	\$15,000	\$16,000	\$17,000	\$21,000	\$22,000	\$23,000
Bar/Canteen	\$30,000	\$32,000	\$34,000	\$38,000	\$40,000	\$42,000
Sponsorship	\$30,000	\$30,000	\$30,000	\$33,000	\$35,000	\$36,000
Social/FRG	\$25,000	\$26,000	\$27,000	\$30,000	\$33,000	\$35,000
Grants	\$10,000	\$10,000	\$11,000	\$13,000	\$14,000	\$15,000
Total Income	\$110,000	\$114,000	\$119,000	\$135,000	\$144,000	\$151,000
Expenses						
Player/Coaches fees	\$50,000	\$53,000	\$55,000	\$58,000	\$60,000	\$63,000
Trainer fees	\$13,000	\$13,000	\$14,000	\$18,000	\$19,000	\$19,000
Ground rental	\$5,000	\$5,000	\$6,000	\$7,000	\$8,000	\$9,000
Regs/Affiliations	\$28,000	\$29,000	\$31,000	\$38,000	\$40,000	\$42,000
Utilities	\$6,000	\$7,000	\$8,000	\$9,000	\$10,000	\$11,000
Miscellaneous	\$5,000	\$5,000	\$6,000	\$7,000	\$8,000	\$9,000
Total Expenses	\$107,000	\$112,000	\$120,000	\$137,000	\$145,000	\$153,000
Profit/Loss	\$3,000	\$2,000	-\$1,000	-\$2,000	-\$1,000	-\$2,000

Section 5 - SWOT Analysis

Strengths <ul style="list-style-type: none"> • History • Facilities • Structured Committee with good administration • Relationship with sponsors • Electronic Scoreboard • Relationship with EBJFC • Affiliation in reputable and growing association; SFNL • 	Weaknesses <ul style="list-style-type: none"> • Quality of Senior teams • Senior list numbers • Relationship with Schools • Player engagement • Lack of Social activities • Leadership around the club • Commitment of Players • Revenue/Fund raising • Vast majority of players are not local
Opportunities <ul style="list-style-type: none"> • Find more volunteers • Build relationships with schools • Junior Football (Under 19's) • Talent Identification • Improvement in team culture • Improved communication • Attract more local players 	Threats <ul style="list-style-type: none"> • High cost and charges to play the game • Change in work patterns of players (weekend work) • Too many clubs in the area • Lack of grounds to expand • Growth in other sports in the area • This Strategy Plan not shared by all sections of the club • Other clubs looking for grounds • Older facilities compared to other grounds • Having to continually recruit from outside local area