



Founded 1945

A Grade Premiers

Womens

1948/49
1949/50
1951/52
1952/53
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1954/55
1962/63
1964/65
1966/67
1968/69
1970/71
1978/79
Draw 1979/80

A Grade Premiers

Mens

1992/93
2000/01

**Glenelg Rebels
Softball Club Inc**
PO Box 10
Oaklands Park
SA 5046

President
Lindy Rattigan
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BUSINESS PLAN

2001 - 2006

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1. KEY PERFORMANCE AREAS OF THE GLENELG REBELS SOFTBALL CLUB

CRITERIA - IF WE ARE TO BE SUCCESSFUL!

- Implement a sound business plan and review on an ongoing basis
- Establish a high profile identity and acceptance within the community
- Provide stable administration, close communication between all levels of Club Management
- Ensure ongoing quality facilities to club members, and families
- Provide sound financial management, working within a defined budget, with an aim to keep fees to a minimum
- Provide high quality coaches at all senior and underage levels
- Develop and implement Club coaching philosophy
- Establish a strong Club presence within the schools within our Zone
- Ensure continuing development of juniors, offering fair and equal competition opportunities for participation, under the guidelines of the Code of Conduct

BENCHMARKING

- Major round participant every year – in all grades
- Premiership within 4 years – season 2004-2005
- Retention / Increase of Club Membership
- Retention / Increase of Club Volunteers
- Game attendances
- Function attendances

2. MISSION STATEMENT

To become a respected playing force and compete consistently in the finals. To provide equal opportunities for all young people to participate enjoyably in the games and training activities.

3. OBJECTIVES

- To form teams to compete in softball matches under the Glenelg identity
- To promote the game of softball and encourage sportsmanship
- To remain an affiliate of SASA as a Zoned Club and meet all requirements
- To undertake that which is of benefit to the Club, including the acquisition of and/or realisation of the assets of the Club

4. AIMS

- Rebuild the Club, player and supporter base
- Retain quality players whilst recruiting new players
- Establish stable and committed Management Committee
- Focus on building a cohesive Club – moving forward in one agreed direction
- Focus on teaching skills to prepare players for all grades
- Present the Club as a professional unit

5. EXPECTATIONS

- **CLUB**

Identify and focus on clearly defined directions – providing structure and guidance.
Promote the Code of Conduct throughout all facets of the Club.
Monitor coaching to ensure that methodology is consistent throughout the Club.
Provide assistance to players through the development process as individuals, if required.
Assist players with communications and conflict resolution skills.
Establish support mechanism to ensure respect from players and officials.
Actively promote the Code of Conduct.
Provide Coaches and Officials with access to skills improvement and accreditation.
Foster and maintain quality ongoing relationships with past players, officials, sponsors etc.
- **COMMITTEE**

Provide clearly defined specific roles.
Act in a fair and unbiased manner representing the interest of GRSC.
Maintain confidentiality - for the Committee to function effectively.
Provide off field support to ensure the aims of the Club and Players are achieved.
Promote use of time and management skills to assist in meeting demands.
Delegate specific roles where necessary to achieve objectives.
Represent the interests of the players, families, umpires and the Association.
Represent to the fullest capability in a position of strength and trust.
Encourage participation in the voluntary "Buddy System".
- **COACHES**

Ensure Coaching staff have advanced knowledge of the game and associated skills.
Actively work to keep coaching principles up to date.
Develop and ensure the Club Coaching Philosophy is identified and promoted throughout all grades.
Promote the official Elite Programs conducted by SASA and/or ASF wherever possible.
Work together as a Coaching Team to ensure united front.
Provide an environment of learning, and enjoyment.
Set small goals to teach players – particular at junior level
- **PLAYERS**

Will be aware of, and be encouraged to abide by the Code of Conduct.
Be encouraged to support the juniors within the Club.
Represent the Club with pride – with 100% commitment.
Assist wherever possible to help integrate juniors to the senior ranks.
Encourage participation in the voluntary "Buddy System".

6. ROLES

- **COMMITTEE**

The role of the Committee is to provide a coherent, informed, supportive base for the Club, off the field, to enable the on-field goals to be met.
- **HEAD COACH & COACHING TEAM**

Identify and promote uniform coaching philosophy
Value on coaching programs & priorities
Provide opportunity for fair and equitable opportunities within the playing ranks.

7. KEY OBJECTIVES

ADMINISTRATION

- Encourage top quality Committee personnel
- Encourage volunteers, part time officials, and committee persons to undertake leadership training
- Provide recognition for service to the Game, at Club level.
- Improve communication between all areas of the Club
- Build improved trust, respect and club spirit

SOFTBALL

- Increase the number of players registered by the Club annually recruited from within our zoned areas.
- Provide a greater emphasis on development of the player as a "whole person"
- Improve players' skills in both softball development and leadership
- Improve support links with players and the community
- Strive to become the benchmark for other clubs
- Strive to achieve continually improved results across performance indicators such as Best & Fairest Votes, State Team selection etc.
- Achieve consistent team performance throughout each season.
- Reflect and review the key objectives on a regular basis

MEDIA PROMOTION & MARKETING

- Improve media relations and profile
- Promote a strong sense of Club history and tradition
- Actively nurture the social, family and fun aspects of the Club
- Ensure the club exhibits highly professional behaviour – win, lose or draw

FINANCE & MEMBERSHIP

- Expand revenue base – widen and strengthen the Club's support base
- Increase sponsorship
- Smart use of information technology (eg. our website)
- Work within the confines of budgets, set prior to the season annually, and monitored throughout the season
- Provide detailed summary of current state of Accounts to monthly Management Meeting, and via the Club Newsletter.
- Consider the options to use technology – eg. EFTPOS

8. SWOT ANALYSIS OF THE GLENELG REBELS SOFTBALL CLUB

- S Strengths**
W Weaknesses
O Opportunities
T Threats

Assisting to identify key areas to be addressed in our planning strategies.

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> • Relatively low fee structure in comparison with other clubs • Sports image in the community • Quality of the sport that is played • Stable club administration and committee • Respect from SASA for Glenelg's presence at rostered duties • Development for junior players • Zoning - protects players • Excellent club & training facilities • Team/Training Equipment • Past On field success • Past coaching programs for juniors • Skills training 	<ul style="list-style-type: none"> • Negativity within the Club • Lack of team and Club loyalty • Bound by SASA Rules & Regulations • Lack of Coaches available for Clinics • High turn over of Committee / coaches in the past • Lack of player depth • Lack of Volunteers/coaches • Lack of on field success • Games centralised at West Beach and not local. • Club too far from West Beach to return to after the game. • Limited sponsors & support • Limited media opportunities
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Regain status as a leading Club • Increase player numbers • Improved technology to promote sponsors • Website (http://glenelgrebels.softball.org.au) – promote sponsors as well • Marions Sports & Community Club website promotional opportunities • Recreation and leisure activities • Zoning has provided more schools • Get more parents involved • Provide clinics for umpiring/scoring etc to encourage parents • Supporting development of players as people and not just softballers • Teach integrity and encourage loyalty 	<ul style="list-style-type: none"> • Popularity of other sports • Shrinking support base due to social and economic changes • Zoning and Poaching by other Clubs • Reduction in player recruiting opportunities • Popularity of other facilities / entertainment areas • Game times interfere with work commitments/family commitments • Excessive time commitment for senior grades • Lack of flexibility – Association attitude • Romance!

Strengths and weaknesses come from an internal analysis of the Club, with opportunities and threats involving an external analysis – which often can be influenced by outside factors totally outside our control. Sometimes the external influences can cause a positive reaction within our club – eg. rezoning regions.

9. DUTY STATEMENTS

Complete details of the duties are contained within the GRSC Constitution, Clauses 5 – 8.

COMMITTEE:

The aim of the Committee is to provide a coherent, informed, supportive base for the Club, off the field, to enable the on-field goals to be met.

The Management Committee shall consist of the following officers of the Club: President, Vice President(s), Secretary, Treasurer, and other Club members as shall be elected in Annual General Meeting, or appointed by the management Committee.

- (a) The Management Committee is expected to review and support the Business Plan of the Club, and to actively promote the Code of Conduct amongst the players and officials, by example.
- (b) The Management Committee will meet regularly to deal with matters at hand.
- (c) Committee members are expected to attend all Committee meetings.

THE SECRETARY IS RESPONSIBLE FOR:

- (a) The clerical work of the Club and to carry out all directions given at meetings of the Club, and of the Management Committee
- (b) The recording and distribution of minutes
- (c) The "members register" including players registrations with SASA
- (d) Providing members with notification details for Special or General Meetings and discussion papers

THE TREASURER IS RESPONSIBLE FOR:

- (a) Receipting and banking all income, and paying all verified accounts of the Club – under the direction of the Management Committee
- (b) Keeping details of all income and expenditure and provide written report monthly to the Management Committee
- (c) Maintaining equipment register and being responsible for issue of suitable equipment to officials

THE PRESIDENT (and VICE PRESIDENT IN THE ABSENCE OF THE PRESIDENT) HAS THE RESPONSIBILITY TO:

- (a) Chair all general meetings of the Club and all meetings of the Management Committee
- (b) Lead the Club in accordance with the rules of SASA
- (c) Actively promote the best ideals of sportsmanship and fair play
- (d) Promote goodwill among coaches and players
- (e) Participate in all possible Club activities

10. OUR NEW FOCUS

Main directions:

- Develop a Club that will set the benchmark for other Clubs and players
- Instil a pride in the Club, and in representing the Club
- Respect and incorporate Code of Conduct within the ethos of the Club
- Develop better Communication skills
- Teamwork
- Positive attitude development
- Develop and earn respect for self and others
- Enable Skills focus by provision of suitable programs and coaches
- Promotion of elite softball and associated programs
- Promote the fostering of the youth of the Club, via a "Buddy System"



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President
Lindy Rattigan
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Secretary
Kaye Jolly

OBJECTIVE	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
ADMINISTRATION & MEMBERSHIP					
MEMBERSHIP	Increase playing membership by 10%	Increase playing membership by 15%			
VOLUNTEERS	Increase registered volunteers by 10%	Increase registered volunteers by 10%			
	Provide acknowledgment for Volunteers in the Year of the Volunteer	Implement Volunteer certificates for all volunteers (cttee, (coaches, officials)			
SERVICE AWARDS	Investigate options for Club Service Awards	Implement Club Service Awards			
	Participate in ASF and SASA Award programs				
ACCREDITATION	Provide opportunity for coaches, umpires and scorers to access Accreditation, or provide in-house training sessions.	To have all Coaches, Scorers and Club umpires accredited or undertaking accreditation programs.			
FUNDRAISING	Identify functions to create maximum revenue, with minimum input and actively promote.				
DATABASE	Establishment of GRSC database – including past players/officials.				
COMMUNICATION	Utilise technology (eg email) to distribute information where possible.				

OBJECTIVE	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
NEWSLETTER	Ensure wider distribution of monthly newsletter to database. Include past Life Members, players, officials.				
COACHING					
PHILOSOPHY	Establish and develop Club coaching philosophy Coaches to work as a coaching team throughout the entire Club.	Promote and utilise fully the Club coaching philosophy			
COACHING STAFF		Fill all positions from applications			
COACHING	To have all unaccredited Coaches commenced with Accreditation program	To have all Coaches accredited, and maintaining and updating accreditation requirements.			
SCHOOLS	Have coaches actively working in six major schools Advise all schools of Foundation SA program	Have coaches actively working in ten major schools. Establish junior sports carnival prior to season as recruiting ground.	Coaching in all major schools Annual District Carnival		
"BUDDY SYSTEM"	Instigate Buddy System with A Grade - Under 12	Review and include B Grade - Under 14	Include throughout the Club appropriate Buddy mixes		
ON FIELD					
PLAYING – "A"		Achieve top four status	Play in the Grand Final	Premiership Bring home the shield!	

OBJECTIVE	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
FACILITIES	Provide Senior teams will all the necessary team equipment and facilities.	Provide remaining teams with all necessary team equipment.	Ongoing replenishment.		
RETENTION	Retain all players from previous season (excepting transfers)				
SUPPORT	More supporters at GRSC games				
PROMOTION, SPONSORSHIP & MARKETING					
PROMOTION	Finalise website and constantly update				
MEDIA	Create working relationship with Messenger Press to provide regular results. Provide updates on events of importance Continue to try for Advertiser & Sunday Mail coverage	Continue to work with our media contacts and increase coverage			
SPONSORSHIP	Actively promote the benefits of sponsorship within the Club				
PLAYER SPONSORS	Introduce player individual sponsorship program				
BUSINESS PLAN & KEY PERFORMANCE INDICATORS					
BUSINESS PLAN	Amend and approve draft	Revise Annually following AGM			
KPI'S	Identify and monitor				