

# INVERLOCH KONGWAK FOOTBALL NETBALL CLUB



**STRATEGIC PLAN  
2025 - 2030**



## Introduction

Inverloch Kongwak Football Netball Club (IKFNC) is a community based not-for-profit sporting organisation that provides opportunities to participate in and engage with the sports of Australian rules football and netball.

The club's origins date back to the 1920s when the Inverloch and Kongwak football clubs were established. The two clubs merged in 1957 to form the Inverloch-Kongwak Football Club, before joining forces with Inverloch Netball Club in 1998 to officially become IKFNC.

The Sea Eagles, as the club is also known, are based at Inverloch Recreation Reserve (IRR) in the seaside town of Inverloch, located at the southeastern edge of Bass Coast Shire. The reserve's facilities, including the football oval, netball courts and adjacent pavilions, are maintained by the Inverloch Recreation Reserve Committee of Management, of which IKFNC is a member, along with other IRR user groups and community representatives.

The club is affiliated with State Sporting Associations AFL Victoria and Netball Victoria and enters teams in a range of competitions, including the West Gippsland Football Netball Competition, Leongatha and District Netball Association and Southern Gippsland Junior Football Competition. It also offers alternative participation programs, including Auskick and NetSetGo.

IKFNC is run by a dedicated voluntary committee and is dependent upon the efforts of volunteers to operate the club. Its current structure includes some paid roles, but the projected ongoing growth of the club's membership and participation base may necessitate an increase to the club's paid resourcing in the near future, particularly administration.

The club is already among the largest in the region in terms of members and scale of operations, and managing further growth, particularly in respect to facilities and member experience, appears the most significant challenge facing current and future committees.

## Acknowledgments

Inverloch Kongwak Football Netball Club acknowledges the support of the Bass Coast Shire in the development of this strategic plan through its Community Grants Program.

The IKFNC committee would like to thank GippSport Community Solutions for coordinating the strategic planning process, and the club members who have supported this project.

We also acknowledge the staff at Bass Coast Shire Council, AFL Victoria, Netball Victoria and other important stakeholders for providing background information and support for this planning project.

IKFNC acknowledges the Bunurong as the Traditional Owners and Custodians of the lands and waters, and pays respect to their Elders past, present and emerging, for they hold the memories, the traditions, the culture and Lore.





## Local Context

Gippsland is a geographically, socially and economically diverse region. At approximately 41,000 km<sup>2</sup>, it is the largest region in Victoria and is home to more than 270,000 people.

Bass Coast Shire has a population of 40,789 people, which has increased by 24.3% in the previous five years, making it the fastest growing LGA in Gippsland and one of the fastest in regional Victoria. However, at a median age of 51 years, it is also one of Gippsland’s oldest populations.

Inverloch is located 143 kilometers south-east of Melbourne and had a population of 6,526 at the 2021 census. It is a popular tourist destination, particularly for swimming, windsurfing and other watersports at the calm waters of Anderson Inlet. Fishing and surfing are also popular.

## Participation

IKFNC enters teams in a range of competitions. This includes four football teams and eight netball teams in the West Gippsland Football Netball Competition, 12 teams in the Leongatha District Netball Association, four teams in the Southern Gippsland Junior Football Competition, as well as teams in the Female Football Gippsland competition, which offers open women’s and youth girls’ grades. The club also runs introductory football and netball programs – Auskick and NetSoGo respectively.

YEAR		FOOTBALL				NETBALL			CLUB
		Auskick	SGJFC	WGFNC	TOTAL	NetSetGo	WGFNC/LDNA	TOTAL	TOTAL
2022	Male	111	100	117	328	0	0	0	328
	Female	31	5	1	37	18	145	163	200
	<b>TOTAL</b>	<b>142</b>	<b>105</b>	<b>118</b>	<b>365</b>	<b>18</b>	<b>145</b>	<b>163</b>	<b>528</b>
2023	Male	92	80	116	288	0	0	0	288
	Female	28	30	2	60	40	187	227	287
	<b>TOTAL</b>	<b>120</b>	<b>110</b>	<b>118</b>	<b>348</b>	<b>40</b>	<b>187</b>	<b>227</b>	<b>575</b>
2024	Male	109	92	103	304	0	0	0	304
	Female	38	25	0	63	47	197	242	305
	<b>TOTAL</b>	<b>147</b>	<b>117</b>	<b>103</b>	<b>367</b>	<b>47</b>	<b>197</b>	<b>242</b>	<b>609</b>

As outlined above, following the introduction of football participation opportunities for women and girls, the club now consistently operates at a roughly 50-50 gender split.

In addition to the traditional programming detailed above, the club delivered an All-Girls Auskick Centre in term 3 last year, which attracted 24 participants.





## Facilities

Inverloch Recreation Reserve has one oval, two netball courts and two pavilions with change facilities and amenities.

In 2020, a project was completed to reconfigure and upgrade the netball courts to meet Netball Victoria compliance guidelines.

This included new fencing, lighting, storage and player shelters, as well as a new netball change pavilion featuring home and away player change rooms, an umpire change room, medical room, accessible toilet, multi-purpose space and kitchenette.

The reserve’s main pavilion has a small kitchen and canteen facilities and a licensed bar. There is some individual seating available in front of the pavilion. Cars can park around the boundary of the oval. Four light towers provide enough light on the main oval for training purposes.

The adjacent change facilities are dated and not female friendly.

The absence of a second football oval at the reserve provides a significant barrier to ongoing participation growth.

As demonstrated by the table below, usage of the reserve’s playing facilities are already reaching capacity. There is court availability on Sundays and Fridays which could be utilised, and while there is some availability on Monday and alongside Auskick on Fridays, there would be reluctance to increase activity any further due to management of the playing surface.

Further programming and participation growth would therefore require more creative solutions when it comes to facility usage.

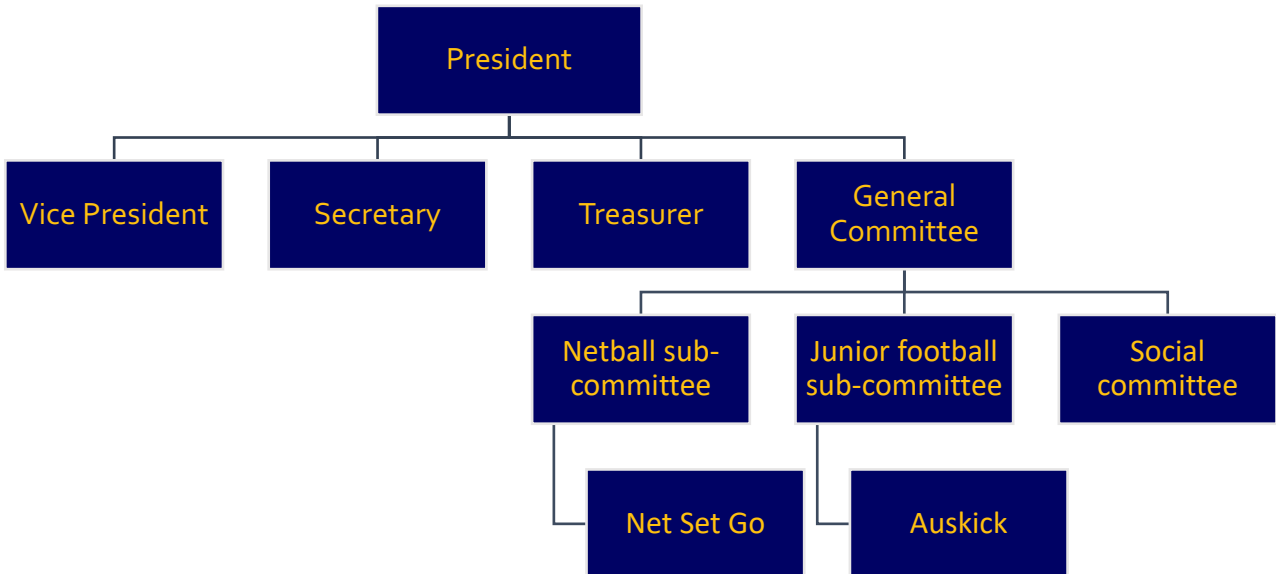
	MON	TUE	WED	THU	FRI	SAT	SUN
NETBALL COURTS	LDNA Jr Training	WGFNC Training	NetSetGo LDNA Jr Training	WGFNC Training LDNA Sr Training	-	WGFNC Matches	-
FOOTBALL OVAL	-	WGFNC Training	SGJFC Training	WGFNC Training	Auskick	WGFNC Matches	SGJFC Matches





## Organisational Structure

IKFNC is an Incorporated Association affiliated with AFL Victoria and Netball Victoria as its peak bodies. Under its constitution...



### Other roles include:

- Paid roles
  - o Canteen Manager
  - o Bar staff
  - o Gate
  - o Players
  - o Coaches
- Football/netball operations
  - o Coaches
  - o Trainers
  - o Team managers
  - o Water carriers
  - o Runners
- o Umpires
- o Scorers/timekeepers
- Communications
  - o Social media
  - o Media
  - o Photos
- Cleaners
- Wellbeing officers
- Umpires/mentors
- Child safety officer
- Recreation Reserve Committee of Management representative

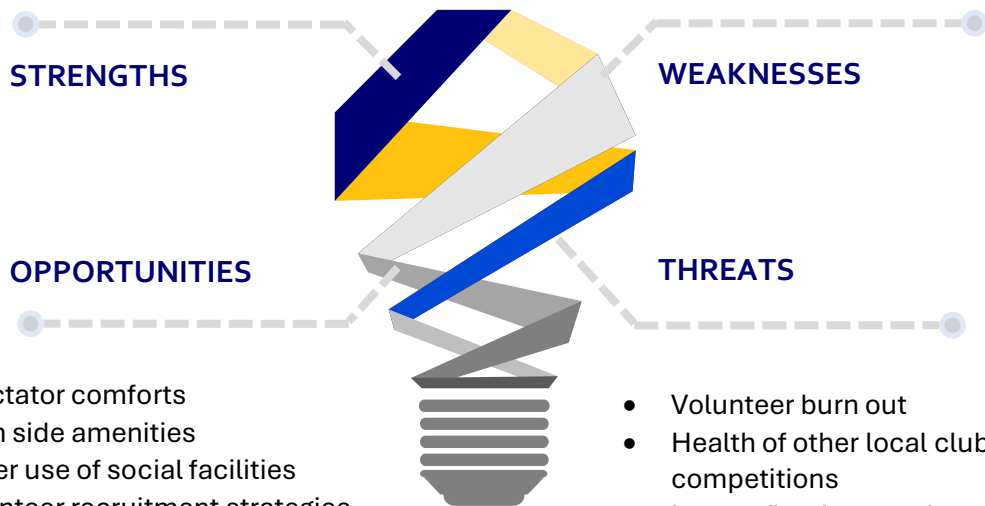




## SWOT Analysis

The SWOT analysis was developed in consultation with members of the IKFNC committee following a review of the survey results and stakeholder feedback.

- Size – membership and participation
- Sense of community
- Inclusive (Pride)
- Family friendly
- On-field/court success
- Pass the Bib program
- Location
- Beach, primary school, walking distance
- History
- Socio economic demographic of community
- Facilities (netball in particular)
- Member retention
- Volunteer engagement, recruitment and retention
- Facility constraints/growth limitations
- Transparency/governance/management structure
- Links between the club’s various programs
- Expectations on members – registration fees, uniforms, sponsorships, ‘volunteering’



- Spectator comforts
- Pitch side amenities
- Better use of social facilities
- Volunteer recruitment strategies
- Deeper engagement of new members
- Income diversity, including sponsorship

- Volunteer burn out
- Health of other local clubs and competitions
- League/landscape changes
- Facility condition
- Disability access
- Toilets and amenities
- Lack of policy/documentation
- Child safe incident e.g.
- Financial sustainability
- Gender inequity
- Problematic growth: how big is too big for this club?





## Strategic Plan

### Vision:

“One club, one community: An inclusive, welcoming and successful football netball club that is sustainable and valued into the future.”

### Club Values:

- **Community** – We proudly reflect and represent the town of Inverloch
- **Innovation** – We are always looking forward and seeking new ways to improve and lead
- **Inclusivity** – Everyone in our community has the opportunity to engage with and participate in football and netball
- **Respect** – For each other, our opponents and our community
- **Fulfilment** – Our members experience a sense of belonging, achievement and enjoyment

### Goals:

1. Sustainable financial performance built on stable governance, documentation and structure
2. Provide an inclusive and welcoming environment to all, underpinned by a diverse range of participation programs and engagement opportunities
3. Manage the club’s membership and participation growth in line with community expectations and with consideration of programming, volunteering and facility limitations
4. Foster partnerships and community links to ensure we can promote and advocate for our club, sports and facilities to develop into the future

## Implementation Plan

The following is a series of actions that have been developed in line with the club’s objectives and values, to be implemented over the coming five years.

Actions have been given a priority ranking scale using Very High, High, Medium or Low. In some instances, ongoing has been allocated as these tasks are required on a regular basis.

A separate monitoring document has been developed to be read in conjunction with this plan that allocates responsibility for tasks and progress made.





**Goal 1: Sustainable financial performance built on stable governance and documentation**

#	Action	Priority Level
1.1	Review the club’s constitution to ensure it fairly and accurately reflects the current iteration of the club and complies with the most recent standards and requirements	High
1.2	Ensure paperwork is up-to-date and lodged with Consumer Affairs Victoria (CAV) including AGM details, financial statements and key contacts (secretary). Complete annual NFP status self-assessment with the ATO	Very high
1.3	Conduct regular committee meetings with good meeting procedures to ensure transparency, diverse views and accountable decision making, including financial management	Ongoing
1.4	Draw up a detailed organisational structure in which roles and responsibilities are clearly defined. Ensure this is accessible to all members and all aspects of the club are represented, including programs such as NetSetGo and Auskick	Very high
1.5	Strengthen communication lines between the club committee and sub-committees. This includes the circulation of agendas and minutes and sub-committee reports as standard agenda items	High
1.6	Develop a club website to improve public communications and visibility, including easy access to key club information and documentation, such as club contacts, constitution, by-laws, code of conduct, etc.	Very high
1.7	Establish and manage a club-wide calendar of events that is accessible for review and contribution to all committee and sub-committee members	High
1.8	Explore ways to diversify the club’s revenue streams, including sponsorships, grants, fundraising, programming and sales	High





**Goal 2: Provide an inclusive and welcoming environment to all, underpinned by robust communication and a diverse range of participation, development and engagement opportunities**

#	Action	Priority Level
2.1	Explore ways to more consistently link the club’s various programs e.g. more overlap of training sessions, whole of club social activities, matchday mascot opportunities, buddy days, etc.	High
2.2	Establish a centralised communication platform enabling whole of club communication (internal to members – separate to public comms). Ensure all teams and groups to use this platform to improve consistency of communications across the club	Medium
2.3	Increase communication of club activities to all club members – i.e. promotion of game times for all age groups to increase awareness and encourage more attendance/support	High
2.4	Regularly survey members – players, parents and volunteers – to obtain feedback on what can be done better, with a focus on areas such as program offerings, events and culture	Medium
2.5	Explore the delivery of non-traditional programs and activities to help the club appeal to a broader demographic and support inclusion/participation, e.g. All Abilities, masters	Medium
2.6	Routinely review club policies and procedures. Identify and fill gaps and update existing documentation where needed. Prioritise child safety requirements	Ongoing
2.7	Require coaches to sign the club’s code of conduct and comply with relevant club policies. Address any issues in a timely manner	Very high
2.8	Utilise events and communication channels to formally recognise the contribution volunteers e.g. profiles, shoutouts, thankyou events, awards, etc.	High
2.9	Review club events annually to ensure they adequately cater to the needs and wants of members and are in line with the club’s values	High





**Goal 3: Manage the club’s membership and participation growth in line with community expectations and with consideration of programming, volunteering and facility limitations**

#	Action	Priority Level
3.1	Contribute meaningfully to league/association meetings and maintain effective two-way communication to support football and netball development. Ensure the club’s delegates represent the views and values of the club and input is informed by club policies	Ongoing
3.2	Empower sub-committees to review and understand competition rules and regulations and provide feedback/recommendations to the committee in line with this strategic plan	High
3.3	Develop clear policies for membership and team selection that are in the best interests of community sport and based on fairness and the wellbeing of participants. Ensure these policies are formally adopted, communicated to members, and adhered to by club personnel	Very high
3.4	Continue to explore models of paid administration/program delivery/sports trainers to reduce the volunteer burden and increase the quality of output in key areas. Consider partnering with other local sporting clubs on shared service models	Medium
3.5	Tap into resources offered by Volunteering Victoria and Volunteering Gippsland to build the club’s volunteering capacity through online management, community engagement tools and strategies	Low
3.6	Develop and provide written role descriptions for volunteer positions to assist with role clarity and responsibilities	High
3.7	Provide access to formal training opportunities and buddy/shadow/mentoring systems to build the capacity and capability of volunteers	High
3.8	Maintain a roster for parents and players with volunteer tasks to spread the load across the whole club and build community/club connection	Ongoing





**Goal 4: Foster partnerships and community links to ensure we can promote and advocate for our club, sports and facilities to develop into the future**

#	Action	Priority Level
4.1	Monitor industry and Council policy, programs, procedures, strategies and plans that provide opportunities for the Club and implement where possible to strengthen club operations	High
4.2	Provide input into all Council and facility master planning/community consultation projects	High
4.3	Ensure effective communication of participation/engagement growth and maximisation of facility access/usage with key stakeholders to strengthen any case for future facility development	High
4.4	Manage facility usage in line with Bass Coast Shire’s Fair Access Policy. Identify alternative training venues to ensure usage does not exceed capacity, particularly the football oval	Very high
4.5	Create a list of capital works projects the club can work towards undertaking, along with identifying potential funding opportunities	Medium
4.6	Support important community/health promotion campaigns and initiatives e.g. Sport4All, Pride Cup, Orange Round, Gippy Girls Can, Love The Game	Medium





## Appendix

- Summarised Survey Results

## Disclaimer of liability

The information contained in this report is intended for the specific use of the key stakeholders that have provided input into this planning project. All recommendations by GippSport are based on information provided by or on behalf of the committee, stakeholders and Council and it has relied upon such information being correct at the time this report has been prepared.

Readers should note this report might include implicit projections about the future, which by their nature, are uncertain and cannot be relied upon. They are dependent on potential events or technical assessments, which have not yet occurred.

## References

The following references have been used in the development of this report:

- Government websites – Planning scheme data and maps, grant information.
- Bass Coast Shire Council website and relevant planning documents.
- Australian Bureau of Statistics – Population data.
- AFL Victoria, AFL, Netball Victoria and Netball Australia resources
- Other Recreation studies and strategies as identified in the document





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