

Strategic Plan 2019 + Updated 2026

DONCASTER ATHLETIC CLUB

Originally prepared by
Sport Consultants Australia



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1. Context

Sport Consultants Australia (“SCA”) was engaged in September 2018 to work with the Doncaster Athletic Club (“DAC”) to develop a rolling strategic plan for the organisation.

This document summarises findings from discussions with members of the committee of management and affiliates during a workshop and incorporates strategic priority initiatives established by this group.

The strategic plan has drawn upon a considered analysis of the Doncaster Athletic Club growth opportunities, strengths, recognised threats and challenges the organisation faces to achieve their identified strategies.

2. Overview

The aspiration of the Doncaster Athletic Club is to have sustainable, successful and a prosperous future.

The organisation boasts a strong heritage with a number of members representing Australia at Commonwealth and Olympic Games.

The Doncaster Athletic Club would like to develop junior development programs as well as being proactive in providing opportunities for identified minority groups within our community. This will not only ensure the local community has the opportunity to be involved in the sport of athletics but will also ensure the organisation has a succession of members and help grow the affiliate little athletic clubs into the future.

Doncaster Athletic Club Mission Statement

To facilitate inclusive athletic competition and training of a high standard, promoting health, fitness and achievements, in a safe, enjoyable and encouraging environment.

3. SWOT Analysis

Strengths

- (a) Athlete/team performance at major championships
- (b) Social Media
- (c) Club communication (newsletter)
- (d) Access to great training facilities and equipment
- (e) Efficient and active committee
- (f) Bills and fees being paid on time
- (g) Relationship with council
- (h) 40+ team development
- (i) Ruffey Runners
- (j) Our culture and comradery
- (k) Inclusive, Social, Fun, Respect, Encourage
- (l) Uniforms stand out
- (m) Affiliated little athletics club at the track

Weaknesses

- (a) Coaching cohesion
- (b) Club helpers and volunteers
- (c) Disconnect with DLAC committee
- (d) Cross Country numbers
- (e) Open T&F teams
- (f) Social events
- (g) Not marketing/affiliations to schools
- (h) Recruiting
- (i) AV Fees for members
- (j) AV competition event entries process
- (k) Gym Usage/Access

Opportunities

- (a) Pavilion redevelopment
- ~~(b)~~ Recruitment from school bookings/Possible Affiliations
- (c) Emerging Athlete Program (EAP)
- (d) Ruffey runners' recruitment of athletes
- (e) Develop programs for school ages children
- (f) Competitions (DAC Mile/Other/Community time trials)
- (g) Facilitate AFL time trials
- (h) Club cohesion
- (i) Social Events
- (j) Gym



Threats

- (a) Increased registration fees (AV)
- (b) External events

4. Priority Strategic Plan

1. Marketing & Sponsorship

- Year 1 – As per items below.
- Year 2 – Implement, review and adjust as required.
- Year 3 – Review and adjust as required.

Initiatives	May 2026 – May 2029
1.1 Signage	Seek out sponsors for signage on the fence facing the track.
1.2 Sponsorship	Seek out multiple new sponsors for events/continue to seek sponsorship opportunities through local businesses in Manningham.

2. Membership

- Year 1 – As per items below.
- Year 2 – Implement, review and adjust as required.
- Year 3 – Review and adjust as required.

Initiatives	May 2026 – May 2029
2.1 Member recruitment & development (GENERAL)	Create a clear transitional pathway between Little Aths and Seniors.
2.2 Promotion of training squads	Foster connections, promote training squads. (Increase AWD athletes, refugees, low socioeconomic people and women of all ages)
2.3 Training/Coaching collaboration	Bring coaches together each season to discuss collaboration opportunities, practical considerations necessary for track and gym use, recruitment and fostering of general cohesion.
2.4 Recruitment of targeted members	Engage with relevant community groups/Council to recruit AWD athletes, refugees, low socioeconomic people and women of all ages. Prioritize Ruffey Runners for the recruitment of inactive people.

3. Development

- Year 1 – As per items below.
- Year 2 – Implement, review and adjust as required.
- Year 3 – Review and adjust as required.

Initiatives	May 2026 – May 2029
3.1 Promotional Opportunities	Creation of a promotional video clip of the club, showing training facilities, coaching, competitions both little A's and seniors. Video to be approx 60 seconds and length and used as promotion of the club.
3.2 Membership survey	Format a membership survey which is forwarded out to all members post season. Review the results of feedback from members. (Add skill set and occupation to extract membership talent)

4. Operations

- Year 1 – As per items below.
- Year 2 – Implement, review and adjust as required.
- Year 3 – Review and adjust as required.

Initiatives	May 2026 – May 2029
4.1 Event operations	All events, to a greater or lesser degree, should have a pro forma process of; Debrief, Review, Plan, Allocate.
4.2 Operations Manual	Review and maintain currency.
4.3 Strategic Plan	Undertake an annual review scheduled for August each year and reset goals each 3 years at a minimum

5. Volunteers and Officials

- Year 1 – As per items below.
- Year 2 – Implement, review and adjust as required.
- Year 3 – Review and adjust as required.

Initiatives	May 2026 – May 2029
5.1 Official benefits	Promote the benefits of becoming a qualified official which will go a long way to helping us provide officials for regular competitions. The goal is to try and recruit and retain more officials which will eventually lead to AV reverting back to the three region model.
5.2 Club helper duty	Create a process that records all duties performed by members or their families to identify and harness those who are not contributing. Communicate clearly with members to outline what needs their
5.3 Recognition at AGM	Focus on support and recognition. Prioritize recognition of volunteers at AGM.
5.4 Changing the culture	Maintain focus on growing the culture at the club to increase volunteers and helpers.

6. Financial

- Year 1 – As per items below.
- Year 2 – Implement, review and adjust as required.
- Year 3 – Review and adjust as required.

Initiatives	May 2026 – May 2029
5.1 Reporting	Regular reporting and budgeting
5.2 Budgets	Set annual budget
5.3 Tracking expenditure and income	Audit and rationalize expense categories for clearer understanding.