Strategic and Operational Plan 2024 - 2027

September 2024

newlambtonfcjuniors.org.au

NEW LAMBTON FOOTBALL CLUB

New Lambton Football Club Inc. has committed to values which will dictate behaviour, shape our culture and determine the way we do business. Living our values in our behaviours, actions and decisions is fundamental to achieving our vision and fulfilling our mission for football. In accordance with our commitment to accountability, we will do what we say we are going to do and imbed this principle throughout the game.

We are confident that the identified focus areas, priorities and ensuing actions outlined in the plan are reflective of the Club's needs and expectations. Our progress and performance will be monitored continually by the Committee to ensure that the Club responds proactively to opportunities and threats which have the potential to derail our vision.

Our **WEIR** values (Wellbeing, Excellence, Integrity and Respect) underpin everything we do as a Club, as well as how we expect all our players, volunteers and others to engage with one another and the community. Our Values help set our Club's Vision and Mission Statement.

Vision
For New Lambton FC Juniors to be the leading and most respected local community football club and to support and promote football to ensure it is the largest and most popular sport for males and females.

Mission

- To provide for all our members a Club run to the highest standard, without limitation as to age, race, religion or gender.
- To improve the publicity of, and public perception of, amateur football at the Club level, so as to foster the continued prosperity of the sport.
- To encourage and assist new and current players wishing to participate in organised amateur football.
- To provide high-quality facilities for the benefit of all our members and the wider community.
- To provide a progression pathway for all our members, from grass-roots through to the highest level of football available.
- To do all these things whilst having regard for the amateur nature of our membership, and therefore keeping Club / Player costs at the lowest possible level.

New Lambton FC understands the value of diversity, equity and inclusion and expects its members to treat each other and members of the community with dignity and respect. We are committed to creating an inclusive Club culture where everyone feels respected, valued and safe to contribute their opinions and talents to the success of the organisation so that we can drive positive community outcomes.

We value diverse styles, experiences, and perspectives. People from diverse backgrounds (including but not limited to, Aboriginal and Torres Strait Islander Australians, people with diverse gender identities and sexualities, people from different cultural and linguistic backgrounds, people with disability, and veterans) are welcome!

Focus Areas

The focus areas of the New Lambton Football Club are Participating, Leading and Talent Development.

Participating

Alignment: XI Principles for the Future of Australian Football

- I Build a consistent and strong identity for Australian football which inspires all Australians.
- II Develop a new narrative for football which signifies a fresh start for the game in Australia, successfully ties together all new initiatives and distinguishes it from other sporting codes in the country.
- IV Ensure the Australian Football pyramid is aligned and connected through optimised competition structures.
- VI Create a strong culture around coach and referee development by emphasising the importance of the role as a skilled position and a vital link in player development.
- IX Ensure that football becomes more open and accessible to the Australian community and that cost does not remain a barrier to participation.
- X Accelerate and enhance the growth of the game by driving participation of women and girls and enhancing existing competition structures to promote player development.

Strategic Priority

- Women and Girls
- Building Capacity
- Places to Play

Leading

Alignment: XI Principles for the Future of Australian Football

- I Build a consistent and strong identity for Australian football which inspires all Australians.
- II Develop a new narrative for football which signifies a fresh start for the game in Australia, successfully ties together all new initiatives and distinguishes it from other sporting codes in the country.
- VII Transition towards a modern, fit for purpose governance and administration framework for football in Australia in line with global standards and best practice in Australia.

Strategic Priority

- Governance
- People and Culture

Talent Development

Alignment: XI Principles for the Future of Australian Football

- IV Ensure the Australian Football pyramid is aligned and connected through optimised competition structures.
- V Create a world class environment for youth development / production by increasing match minutes for youth players and streamlining the player pathway.
- VI Create a strong culture around coach and referee development by emphasising the importance of the role as a skilled position and a vital link in player development.
- X Accelerate and enhance the growth of the game by driving participation of women and girls and enhancing existing competition structures to promote player development.

Strategic Priority

- Empowering the Coaches to be at the Heart of Player Development
- Increasing Opportunities for Talented Girls
- Increasing Depth and Quality of Talented Players
- Developing Better Coaches

Participating

Improve the experience for all participants.

Our Priority

Lead and facilitate high quality participation experiences for all participants through the provision of guidance and relevant resources for coaches, match officials and volunteers.

Strategic Goals

By 2027 we will have:

1. Significantly increased the participation of females throughout the Club to 50%,
2. Increased the number of teams that are equipped to provide safe and enjoyable football experiences for their players,
3. A vibrant, satisfied and engaged volunteer network who are empowered to better meet our members' needs and expectations,
4. Significantly increased the number and competency of Club match officials,
5. Significantly increased the number and competency of accredited community Club coaches,
6. Addressed why participants leave the Club and implemented initiatives which will make the game more inclusive and accessible by addressing the barriers to initial participation,
7. Ensure all football facilities are fit for purpose, welcoming and support the growth of the game and the Club.

Strategic Priority: Women and Girls

1. Implement female advanced coach education scholarships
2. Appoint a Female Consultative Group (FCG)
3. Establish a Female Football Club Ambassador
4. Establish club female development coordinator program
5. Align with FFA's Gender Equity Plan
6. Establish alternate participation opportunities (e.g. Kick On, Kick Off and modified formats)

Strategic Priority: Building Capacity

1. Implement, develop and / or enhance administration systems
2. Establish annual volunteer training calendar
3. Identify opportunities to expand the Football 4 All program
4. Expand the utilisation of online coaching and development for Match Officials

Strategic Priority: Places to Play

1. Implement relevant Infrastructure Strategies
2. Collaborate with Newcastle Football and Northern NSW Football regarding collaborative use of grounds and facilities
3. Develop LGA budget cycle calendar and key contact database
4. Identify future Facilities Projects
5. Participate in Facilities Audit

Leading

Lead towards a unity of purpose.

Our Priority

Leading change and improving governance throughout the Club to gain efficiencies which make the game better and more accessible.

Strategic Goals

By 2027 we will have:

1. Clear and agreed roles and responsibilities underpinning the effective and efficient implementation of football activities and strategic initiatives,
2. Clear and agreed communication protocols throughout the Club which facilitate effective working relationships and good governance,
3. Monitored and mitigated risks which have the potential to undermine the Club's reputation, financial stability and status; and
4. Judiciously deployed the Club's valuable resources and finances according to identified priorities whilst avoiding duplication and waste,
5. A Club which is underpinned by best practice governance principles,
6. Established and maintained consistent HR and WHS policies, procedures and programs which protect, empower and retain the Club's dedicated workforce,
7. Facilitated the appointment of more women to all levels of the Club.

Strategic Priority: Governance

1. Establish Roles and Responsibility Matrix
2. Review and amend Constitution in accordance with relevant guiding principles,
3. Identify and implement opportunities for aligned and integrated structures, systems, processes and reporting structures
4. Restructure organisation to align with priorities and amended strategy,
5. Ensure strategic and operational plans are aligned with relevant governing bodies,
6. Ensure consistent financial reporting and operating budgets are in place.

Strategic Priority: People and Culture

1. Establish a Club Member Assistance Plan (CMAP),
2. Define organisation structure,
3. Facilitate staff and member feedback and consultation - surveys, etc,
4. We shall make sure our people come first by ensuring we foster a culture of capability, engagement and positivity.

Talent Development

Developing teams and opportunities which nurture talent and develop future professional players.

Our Priority:

Development of future professional players through commitment to:

- Building the Club's capacity to engage in the Talented Player Pathway (TPP),
- Talent identification,
- The development of coaches,
- Appropriate competitive environments.

Strategic Goals

By 2027 we will have:

1. Developed teams and programs which are at the heart of player development,
2. Increased the opportunities for talented players to be engaged in the Talented Player Pathway,
3. Improved the technical standard of players at every level of the Club, creating a larger pool of talented players,
4. Developed coaches who have the capacity to develop players' technical, tactical, physical, psychological and social attributes,
5. Enhanced and increased the opportunities for talented girls throughout the Talented Player Pathway,
6. Engage with relevant select local football clubs that offer TPP's for those players who choose to play at a higher level,
7. Improved the capacity of coaches to identify talented players.

Strategic Priority: Empowering Coaches to be at the Heart of Player Development + Increasing Depth and Quality of Talented Players

1. Reinvigorate and prioritise NPLW pathways,
2. Evaluate technical standard of youth football connected to TPP,
3. Review pathway structures.

Strategic Priority: Developing Better Coaches + Opportunities for Talented Girls

1. Establish coach education and development calendar,
2. Establish a network of coaching expertise,
3. Increase opportunities for coach professional development,
4. Identify and accredit regional advanced accreditation presenters,
5. Establish a coaches committee,
6. Facilitate girls' participation pathway,
7. Implement female advanced coach education scholarships.

Underpinning Principle - Financial Stability

We will operate from a position of financial stability by becoming as efficient as possible and driving investment in the Club and game by:

1. Deploying resources in accordance with identified priorities,
2. Driving and leading efficiencies throughout every echelon of the Club,
3. Eliminating the duplication of programs and services,
4. Growing the value of sponsorships and provide value through effective servicing,
5. Rigorously evaluating the terms of all commercial agreements with suppliers and providers,
6. Continuing to grow the value of the commercial activities implemented at the New Lambton FC, and
7. Continuing to identify and build the value of new and existing alternate revenue streams.

Plan on a Page

VISION	For New Lambton FC Juniors to be the leading and most respected local community football club and to support and promote football to ensure it is the largest and most popular sport for males and females		
MISSION	To provide for all our members a Club run to the highest standard, without limitation as to age, race, religion or gender To improve the publicity of, and public perception of, amateur football at the Club level, so as to foster the continued prosperity of the sport To encourage and assist new and current players wishing to participate in organised amateur football To provide high-quality facilities for the benefit of all our members and the wider community To provide a progression pathway for all our members, from grass-roots through to the highest level of football available To do all these things whilst having regard for the amateur nature of our membership, and therefore keeping Club / Player costs at the lowest possible level		
FOCUS	PARTICIPATING	LEADING	TALENT DEVELOPMENT
GOALS	Improve the experience for all participants	Lead towards a unity of purpose	Developing teams and opportunities which nurture talent and develop future professional players
STRATEGIC PRIORITY	Women and Girls Building Capacity Places to Play	Governance People and Culture	Empowering the Coaches to be at the Heart of Player Development Increasing Opportunities for Talented Girls Increasing Depth and Quality of Talented Players Developing Better Coaches
UNDERPINNING PRINCIPLE	We will operate from a position of financial stability by becoming as efficient as possible and driving investment in the Club and game		
VALUES	WELLNESS EXCELLENCE INTEGRITY RESPECT		

Strengths, Weaknesses, Opportunities And Threats

New Lambton FC have summarised the current position of the Club through a SWOT matrix. The matrix will enable the Club to prioritise the Strategy actions to respond to these elements and considers:

1. How can we take advantage of our strengths?
2. How can we moderate the impact of our weaknesses and ultimately resolve them?
3. How can we capitalise on the opportunities?
4. How can we address the threats?

ELEMENT	ITEM	DESCRIPTION
STRENGTHS	Strong Membership	Core playing membership base is > 800
	Strategic location	Located in a growth central, affluent suburban area
	Community support	Generally, community sport is well supported by the community
	Strong finances	Club has a strong balance sheet
	Dedicated core Committee	Core Committee is committed to the success the Club
WEAKNESSES	Lack of strategic direction	Club has no formal current Strategy, etc and does not meet the criteria for the NCDP
	Low volunteer base	Volunteers are difficult to attract and retain, resulting in suboptimal services
	Poor Council support	Council funding is limited
	Sub-standard facilities	Facilities are 30+ years old, outdated and sub-standard, and need refurbishment

	Poor inter-Club cooperation	Relations between Senior and Junior Clubs is not optimised
OPPORTUNITIES	Develop new operating models	Expand the current competition offerings
	Grant funding	Currently grant funding is not something that is utilised heavily - focus area
	Sponsorship	Currently sponsorship funding is not something that is utilised heavily - focus area
	Expand Club membership opportunities	Review membership opportunities beyond players - associated memberships, etc
	Expand beyond current playing facilities	Allow Club to grow membership and financial capability
THREATS	Competition Clubs	Loss of players to rival clubs
	Inter-Club disharmony	Financial, membership and reputational damage done by inter-Club disharmony
	Lack of volunteers	Not enough volunteers to undertake all work required - some work may not be completed and / or funds need to be redirected to pay workers
	Urban encroachment	Nearby residents complain about noise, lights, etc
	Damage to facilities by third-parties	Damage to facilities may lead to Club being unable to conduct playing operations

OPERATIONAL PLAN - KEY MEASURES OF SUCCESS		
PARTICIPATING	**LEADING**	**TALENT DEVELOPMENT**
1. 900 registered players 2. Female players will account for at least 50% of all registered players 3. 25 Club referees engaged and trained to appropriate level 4. Training programs in place for coaches 5. Female Football Club Ambassador established 6. Womens and Girls Advisory Group established 7. Female advanced coach education scholarships implemented 8. Be actively engaged in Female Football Week 9. Club Female Development Coordinator program established 10. Female Referee Mentoring program at Club level established 11. Alignment demonstrated with FFA's Gender Equity Plan 12. Alternate participation opportunities (e.g. Kick On, Kick Off and modified formats) established 13. Annual volunteer training calendar established 14. Community coach education calendar established 15. Opportunities provided for referees to advance to the next level of accreditation	1. Stand-alone status of Club in place 2. Compliance with the National Club Development Program 3. All roles have a current Position Description 4. All Committee roles filled 5. All Committee members fully trained, competent and confident 6. All volunteers fully trained, competent and confident 7. Members will be at a minimum satisfied with the Committee's performance, service and communication 8. Members will be at a minimum satisfied with the Club's performance, service and value 9. Committee meeting conducted monthly, with minutes available on the New Lambton FC Juniors website within 7 days of the meeting 10. Dedicated social media pages active and current (Facebook, Instagram) 11. Dedicated TeamApp page active and current 12. Dedicated website active and current 13. Roles and Responsibility Matrix established 14. Identify and implement opportunities for aligned and integrated structures, systems, processes and reporting structures	1. Minimum of 25 players are transitioning into a Premier Club 2. WNPL reintegration into NLFCJ Club reviewed for relevance 3. Technical Director accreditation course implemented 4. Role of Technical Director role filled 5. Progression pathway structures reviewed 6. Coach education and development calendar established 7. Network of coaching expertise established 8. Opportunities for coach professional development increased 9. Coaches committee established 10. Girls' participation pathway in Boy's Premier Competitions facilitated 11. Female advanced coach education scholarships implemented

16. Indigenous football reference group to build on and support existing NNSWF initiatives established 17. Recruitment and retention advertising campaign developed and implemented 18. Expansion of the Football 4 All program opportunities identified 19. Expansion of the utilisation of online coaching and development for Match Officials identified 20. Facility development approval in place for: a. Storage area replacement / development at Novocastrian Park (NP) b. Installation of concrete pad at NP c. Installation of additional womens and girls changing areas at NP d. Extension to Referee's Room and Canteen at NP e. Installation of additional playing lights at NP f. Installation of adequate field drainage at NP g. Review field optimisation at NP h. Review drainage at Regent Park (RP)	15. Restructure organisation to align with priorities and amended strategy 16. Ensure strategic and operational plans are aligned with relevant governing bodies 17. Ensure consistent financial reporting and operating budgets are in place	