



**NORTHCOTE JUNIOR
FOOTBALL CLUB**

Corporate Plan 2015-2019

Document Purpose.

This document (the Plan) is designed to set the strategic direction for the Northcote Junior Football Club (NJFC) for the five year period for seasons 2015 to 2019.

The Plan sets the vision, mission, values, strategic objectives and key performance measures.

It identifies the governance structure, the key operational documents and compliance requirements to provide an environment for the sustained success of the NJFC.

The plan incorporates the annual business plan for the current season including action plans, budget and key performance measures. The annual plan is appended to the Plan and updated prior to each season. The annual business plan is to be aligned to the overall strategic direction of the club.

The intended audience for this plan is all stakeholders of the NJFC including current, past and potential members and their families, NJFC sponsors, the local community, the Northern Football League and its member clubs.

This Corporate Plan is approved by the Committee of the NJFC. The NJFC recognises there may be need to update or amend the Plan over its life and this may only be done by agreement of the committee. The annual business plan is to be approved by the committee prior to the beginning of each season.

Vision

Building strong community spirit through a positive football experience.

Purpose

The Northcote Junior Football Club exists to:

- Encourage children to participate, improve their football and social skills while creating and building lasting friendships;
- Create an environment where all children are equal and provided with the opportunity to achieve their potential;
- Promote the values of Respect, Participation, Team and Growth;
- Promote Australian Rules Football consistent with the guidance provided by the Australian Football League and the Northern Football League, and;
- Add value to community in which it operates.

The club sees itself as having a significant role to play as a part of the Darebin community. The NJFC understands it has a responsibility to all children who wish to play football and therefore create a safe and friendly environment where the children and their families are welcomed and encouraged to be involved. The club recognises the broad demographic of the local community and is committed to do all it can to make football a viable option regardless of background or economic circumstance. In order to create this environment and a positive football experience, the club is committed to identifying people with the values and attitudes that match those of the club to run the football program. The club takes care in selecting office bearers, coaches and administrators that uphold the vision of the club.

Values

Respect: fairness, tolerance & discipline

Participation: individual, family, community

Team: cooperation, inclusion, enjoyment

Growth: opportunity and improvement

Governance

The Northcote Junior Football Club Inc. is an incorporated association. The club was formerly known as the Alphington Junior Football Club. It is a community based organisation and, as with all community-based amateur sports clubs, the NJFC is managed and run by dedicated volunteers working within a structure governed by our club constitution. The constitution is supported by policies and processes to deliver consistent high quality outputs and outcomes for the football club.

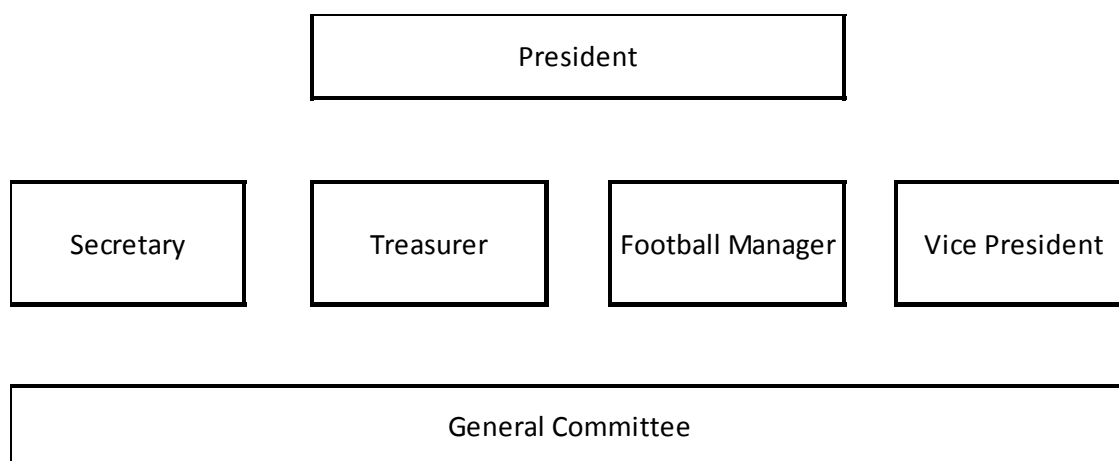
The management committee is elected by members. One parent becomes a member when their child joins the club; additional social memberships are also available. The club has earned bronze quality accreditation from the AFL and intends to work towards silver and ultimately gold accreditation.

The management committee is subject to election at the Annual General Meeting each year per the terms of the constitution.

The powers of the committee are specified in s19 of the constitution.

Proposed Structure

The structure outlined below will require some changes to the Constitution. This is intended in the Annual Business Plan 2015.



The NJFC committee applies portfolio responsibilities to each of the office bearers. These are summarised below; detailed role statements are available on the website under Policies. The functions are delivered by the office bearers and the general committee members or non-elected members of the club and should be allocated according to individual skills and experience.

President: Stakeholder Relations, Communications/Media, Planning, Player Welfare Officer

Vice President: Legal, Risk management, Compliance, Player Welfare

Secretary: General Administration, Correspondence, Team Managers

Treasurer: Assets, Finance, Reporting, Registrations, Canteen, Sponsorship, Fundraising

Football Manager: Coaches, Training, Ground Management, Match Day, Tribunal, Awards

Along with the office bearers and the general committee membership, the above and other roles may be delivered by volunteers who are not elected representatives. The success of this operating model is reliant on having a large number of volunteers with a range of skillsets. The Office Bearers operate as the organisation executive providing direction and decision making. The general committee and volunteers are the delivery agents.

Customers and Stakeholders

The NJFC recognises that it can only exist by providing a positive experience for the children and families of the local community. It recognises that the key customer is therefore the parents and guardians of the children who represent the club.

The major stakeholders of the club are the children.

The key customer and the major stakeholder must remain the core focus of the decisions and direction of the club and the primary contact for communications and feedback on the operation of the club. Stakeholders and customer satisfaction must remain the key operational focus.

Other significant stakeholders recognised as central to the sustainability and ongoing success of the club include:

- Players' siblings and extended families
- Volunteers (coaches, administrators, game day volunteers)
- Umpires
- Players and families of other clubs within the Northern Football League
- The Northern Football League
- Northcote Thornbury Auskick
- Local Schools
- Dennis Cricket Club
- Darebin Council
- SEDA
- Local residents
- Local businesses
- Sponsors
- The Australian Football League

Strategic Objectives

The NJFC believes that success can be measured by meeting long term goals. The following strategic objectives can only be achieved if the NJFC applies its values and creates the junior football environment in which families want their children to be involved.

As a result of the application of this plan, by 2019 the NJFC intends to have achieved the following:

- Fielding at least one team in each age group from under 9 to under 17;
- Recording year on year membership growth;
- Achieving 90% player retention in each year (for players who remain within the local catchment region);

- Increase the representation of girls in NJFC teams, with the long term goal of forming a junior girls team;
- Increase the value of Net Assets year on year, and;

It is against these strategic objectives that the club will measure its success. The club does not, and will never, measure its success in wins and losses or premierships. It is intended that as a result of achieving the above objectives on field success may be a welcome by-product, but it is not a goal in its own right and will never replace the NJFC's stated purpose.

As a result of achieving the objectives outlined in this plan we hope that the NJFC becomes a club of choice for families within the Darebin community with a reputation for nurturing football skills, and creating an environment providing quality young people with a great sense of sportsmanship, mateship, community and a love for football.