



MAJURA FOOTBALL CLUB STRATEGIC PLAN 2015-2020

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VISION

A community-based football club that provides a satisfying and rewarding football experience for everyone, no matter their ability.

BACKGROUND

Majura Football Club was founded in 1981 as a junior football club for Canberra's Inner North. Majura evolved from two of the earliest junior football clubs in North Canberra; North Canberra Soccer Club and Downer United Soccer Club. Our home ground is the Dickson Playing Fields on Antill Street, Dickson. Majura continues to cater for children (boys and girls) but now also field teams for adults. Majura has a partnership with Canberra Olympic Football Club which competes in the National Premier League and provides a pathway for talented junior footballers progressing from Majura.

VALUES

- Participation
- Enjoyment
- Friendship
- Respect
- Community
- Development



STRATEGIC PRIORITIES





STRATEGIC PRIORITY 1 – Satisfying & Rewarding Football Experiences

Our Objective – To provide football opportunities that keep people in the game, whether as players, coaches, referees or in other roles

Focus Areas

- Review delivery of Peewees program and adjust format as necessary to better meet the needs of participants (and their parents). Consider moving players to team-based format at a younger age
- Educate parents about an optimal football participation environment
 - Continue ‘Relax & Let The Children Play’ communication campaign
 - Re-instate “Leave The Coaching To The Coach’ communication campaign
 - Develop resources that explain the football pathway that Majura FC is part of (i.e. relationship with Canberra Olympic, Capital Football development program and the FFA National Curriculum), so parents better understand the playing and development opportunities
- Review and promote Codes of Conduct for players, coaches and parents
- Provide better educated and more knowledgeable coaches and referees so players have a better experience (*See also Strategic Priority 2*)
 - Ensure all players have the same development opportunities irrespective of their ability and talent e.g. all players get the same amount of game-time
 - Develop templates for match substitutions to help coaches provide equal playing time
- Implement the annual grading process in a way that minimises disgruntlement amongst children and parents
- Provide non-traditional football opportunities (particularly for teens) e.g. Summer, social football
- Provide equal support and encouragement for social teams as for competitive, high performing teams
- Promote other broader football participation opportunities such as Futsal, Kanga Cup, Lightning Tournaments etc
- Welcome and support the participation of people from under-represented groups particularly lower socio-economic background and people with disability
- Develop and promote a club motto
- Keep costs as low as possible to support participation
 - Review fees and charges annually
 - Monitor affordability through customer surveys

Success Indicators

- Increase in the player retention rate
- Increasing participation, particularly in the age groups 12 years to 18
- Increase in the number of players that progress to senior football (Premier League and State League)
- Teams in social divisions receive the same level of support and services as first division teams
 - E.g. players and coach development support, access to new equipment, access to training facilities
- Increase in the number of Majura teams in the State League that substantially comprise players coming out of Majura juniors
- Decrease in the number of complaints / issues around player / coach / parent behaviour
- Decrease in the number of complaints about the annual grading process and increase in the satisfactory resolution of those complaints that are received
- Satisfaction levels amongst members of the club, as measured by biennial survey





STRATEGIC PRIORITY 2 – Helping Players, Coaches and Referees to Improve

Our Objective – To develop better players, coaches and referees

Focus Areas

- Provide a range of opportunities for player skill development both in season and out and both within teams and individually
- Continue to promote referee and coach education courses
- Expand and improve coach and referee development through coaching and mentoring of coaches and referees
 - Appoint a technical director / coaching development manager
 - Conduct regular coaching courses at Majura
 - Conduct coach development sessions with Canberra Olympic
 - Continue with separate roles for referee coordination and development and expand the development function
- Implement and advocate the national curriculum

Success Indicators

- Increase in the number of Majura coaches and referees that undertake training and development
- Increase in the number of players that progress to talent development programs, including Canberra Olympic PL sides for both males and females
- The number of players that move between Majura and Canberra Olympic during the course of a season
- Within five years, Canberra Olympic is able to sustain a Women's Premier League program largely through players coming from Majura
- Satisfaction levels amongst members of the club, as measured by biennial survey



STRATEGIC PRIORITY 3 – Services Off The Pitch; Good Communication, Equipment & Facilities

Our Objective – To provide our members with the services they want off the pitch, to enhance their football experience

Focus Areas

- Nurture important relationships and networks (MLAs and ACT Government agencies e.g. Sportsgrounds, Urban Services)
 - Be active and represent Majura at all Capital Football fora
- Examine opportunities to access facilities or fields other than Dickson
- Continue maintenance program and update facilities annually
 - Review state of facilities and equipment at the start and the end of each season
 - Continue with ongoing replacement program of equipment
- Improve access and egress at Dickson Oval
 - Create pick-up / drop-off point near clubhouse on match days
- Liaise with ACT Government regarding improvements to parking and toilets facilities
- Examine ways to improve access to club gear (both in terms of access/payment, and ensuring consistent levels of stock so parents can get what they want when they come)
- Increase visibility of, and access to, committee members on match days
- Actively market the club and football more generally to the local community through various media including (but not limited to) the internet, social media sites, email, newsletters and newspapers
- Communicate support for the inclusion of Canberra teams in the A-League, W-League and National Youth League

Success Indicators

- Two MLA visits per season, to Dickson on match day Saturdays
- Meet with ACT Minister for Sport and Opposition Spokesman for Sport, at least twice each during the term of this plan
- Level of up-datedness of website, social media and number of e-newsletters
- Satisfaction levels amongst members of the club



STRATEGIC PRIORITY 4 – Sustainability; Adequate People & Finances

Our Objective – A strong financial base and a deep pool of talented people (volunteers and paid staff)

Focus Areas

- Develop a business plan in-line with this strategic plan, around financial-based projects and activities
- Increase the number of volunteers by promoting volunteering roles and opportunities within Majura
 - Increase the number of calls for help for specific projects and tasks
 - Highlight and recognise the contribution of current volunteers (in the newsletter / on website / apparel / consider registration discounts)
- Improve connectedness of volunteers to the club
 - Appoint a volunteer coordinator whose role will include support of age group coordinators
- Increase succession planning for key paid and volunteer roles (fireproof against loss of corporate knowledge)
 - Key Committee Roles (Executive Members)
 - Club Administrator
 - Referee Coordinator
 - Referee Coach
 - Technical Director
 - Canteen Manager
 - Field Manager
- Achieve small annual surpluses (<\$10,000) to build financial base until equity position equals annual turnover
- Develop and agree sponsorship and fund-raising strategy

Success Indicators

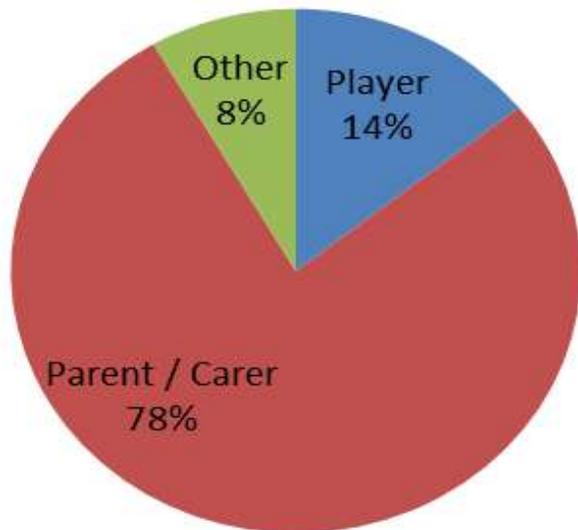
- Every committee role filled annually
- Increase in the number of 'non-football' volunteers
- Attract sponsorship of \$5,000 annually (cash and value in kind)
- Compliance with all regulatory and reporting requirements
- Attain FFA National Club Accreditation Level 2



Attachment 1: Majura Community Survey Results 2014

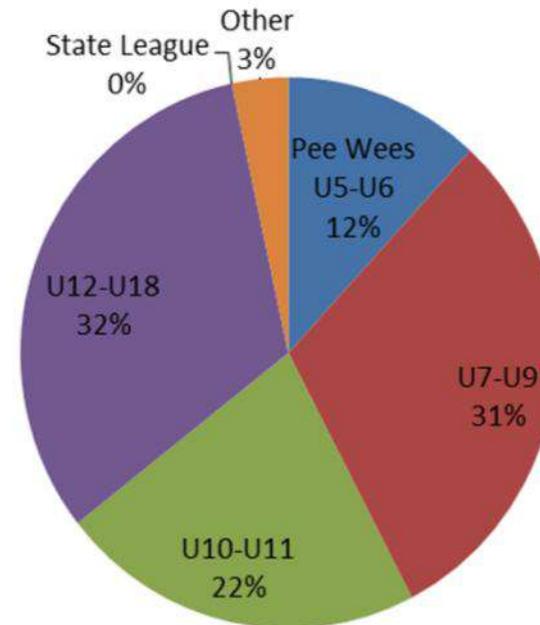
We had 114 responses and just under 80% of the responses came from parents

Respondents



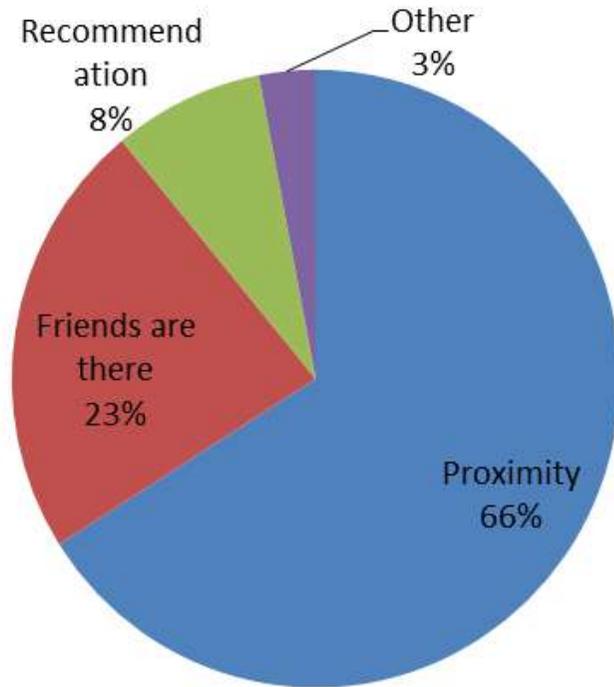
The respondents came from right across the junior age groups

Breakdown of Respondents

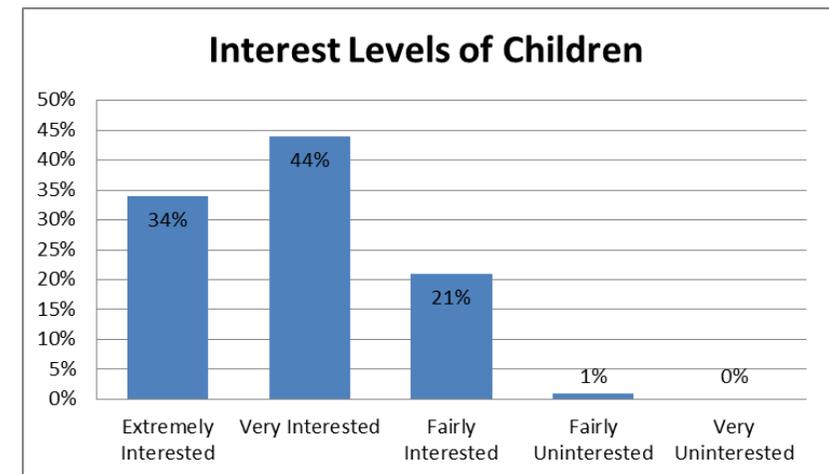




Two in three people join Majura because it's their local



Overall, 96% of respondents are satisfied and the kids are keen





When it comes to playing football with Majura, what is important to you/your child?

Importance ranking (overall)

1. Fun, friendship & social interaction (97%)
2. Keeping fit & healthy (97%)
3. Development of football skills & technical competency (96%)
4. Quality of coaches & the training environment (95%)
5. Quality of referees / officials (90%)
6. Quality of training / game days fields (83%)
7. Quality of competition (66%)
8. Selection or grading process (62%)
9. Playing sport competitively & aiming to win (61%)
10. Talented player pathway with opportunity to play a higher level (54%)

What is important or not important to you/your child about being part of a community club such as Majura?

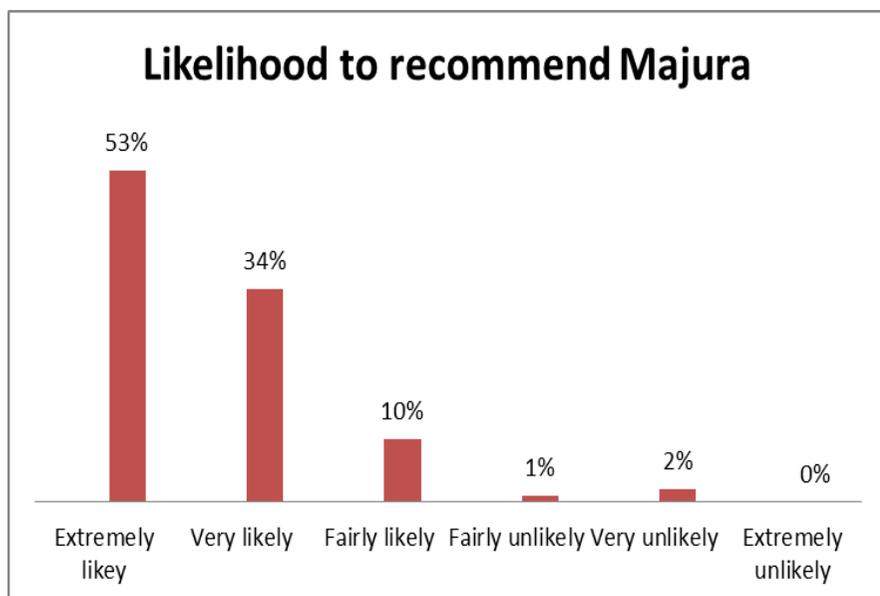
Importance ranking

1. Inclusiveness - welcome to all (99%)
2. Club environment and culture (96%)
3. Club administration and organisation (90%)
4. Quality of facilities, such as toilets, clubrooms, canteen (84%)
5. Club website & newsletter (66%)
6. Fees & charges (63%)
7. Having your say (62%)
8. End of season club presentation event (54%)
9. Social media communication (40%)
10. Professional photos (26%)

Dissatisfaction 'hot spots'

1. Clubs talented player pathway – 18% unsatisfied
2. Grading, selection, team allocation – 13%
3. Development of football skills and technical competency – 12%
4. Quality of coaches & training environment – 9%
5. Quality of facilities (canteen, toilets, clubrooms) – 9%

97% of respondents would recommend Majura to a friend



.....and thank you

- *The club feels well run with games proceeding smoothly and good messages to parents & players promoting sanity around soccer. Opportunities for involved parents to upskill themselves are great*
- *Huge efforts made by a relatively small group of volunteers are greatly appreciated. Majura FC just wouldn't be the club it is without this terrific community spirit. Thanks to all!*
- *Overall 100% satisfied with Majura as a club!*
- *Majura FC is very well run.*
- *It might be different for the older grades but we love the grass roots feel and community culture*
- *Rhonda's food is always worth a trip to the ground*
- *We wouldn't change anything other than we now know to try to stay away from overly vocal parents that scream out to the children as they are playing!!!*
- *Nothing (needs to be changed) - a great first season for our little boy (thankyou!!)*
- *Can't think of anything as you do a good job and my kids love the club and game.*