

Strategic Plan 2016-2019



FFA Whole of Football Plan Vision: Football to be the largest and most popular sport in Australia

NNSWF Vision: Football will be the largest and most popular sport and Northern NSW Football will be widely acknowledged as effective, efficient and stakeholder focused

Sport strategies usually align initiatives to one of four main focus areas

Entertaining

These aim to make the sport exciting and entertaining to fans, either to watch live or broadcasted. In addition, these initiatives are targeted towards:

- Enhancing value to broadcasters by increasing viewership
- Driving attendance and improve the fan's experience
- Maximising sponsorship revenue



Winning

These are directed towards having competitive, top-level teams that are consistently ranked among the top teams in the sport. Investment is mainly targeted to:

- National Teams to support and improve their performance
- Development of elite players through investments in:
 - Better facilities and training
 - Scouting and talent identification
 - Advanced Coaches



Participating

The main goal of this is twofold; to ensure a great experience to existing players, and to increase the number of people that practice the sport.

- Retain existing players through a high quality offering
- Engage non-traditional base through:
 - Other formats of the game
 - Different operating models



Leading

The focus is directed towards having an effective structure that functions efficiently and with best practices. Actions mainly focus on the following areas:

- Investment in a robust but flexible governance and decision making structure that allows agile decision making processes
- Working on improving relationship with governments and stakeholders



Focus areas can be applied to the FFA

Entertaining

- Exciting and entertaining Australians across the country with high quality, entertaining competitions and matches (HAL, Socceroos, Matildas, WWL) that can be enjoyed live in person or broadcast by large sections of the population
- Inspiring Australians to support, engage with and play the World Game



Winning

- Being a source of national pride by competing with, and winning against, top level teams in international competitions such as the FIFA Men's and Women's World Cups
- Investing in the next generation of players to build on current successes



Participating

- Ensure a high quality participation experience for registered participants by leading national resources on coaches, facilities and other enablers
- Engage with non-registered players to broaden the FFA football community



Leading

- Build relationships within the Asian Confederation and the FIFA family to grow the game in the region
- Provide leadership to the domestic football stakeholders to achieve the aims of the Whole of Football Plan





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Focus areas applied to Northern NSW Football

Entertaining

- Encouraging football community to support, engage with the Newcastle Jets through attendance at HAL and WWL matches and membership.
- Inspiring Australians to support, engage with and play the World Game

Winning

- Being competitive in National and International Championships and Tournaments
- Development of elite players through investments in:
 - Better facilities and training
 - Scouting and talent identification
 - Advanced Coaching

Participating

- Ensure a high quality participation experience for registered participants by leading national resources on coaches, facilities and other enablers
- Engage with non-registered players to broaden the football community

Leading

- Build and nurture strategic relationships with relevant external stakeholders to grow the game in the region
- Provide leadership and strategic direction throughout the local football community in order to achieve strategic objectives.



NNSWF's Key Performance Areas (KPA's) aligned with FFA's identified focus areas

Entertaining

Connect more fans with the Newcastle Jets

Community Football
&
Marketing and
Communications

Winning

Build generations of successful National Teams

High Performance
&
Football Operations

Participating

Improve the experience for all participants

Community Football
& Football Operations
&
Marketing and
Communications

Leading

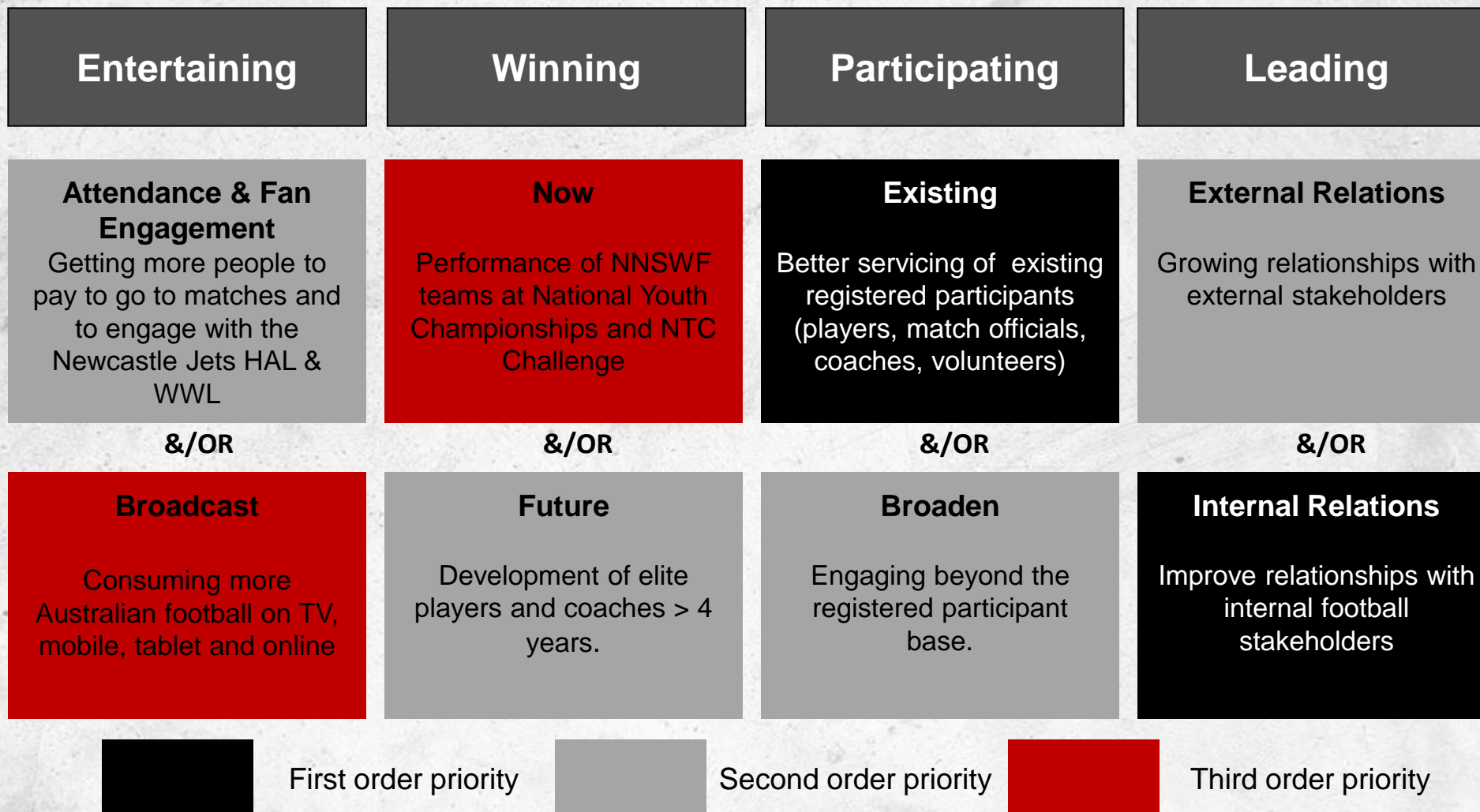
Lead towards a unity of purpose

Governance
and
Leadership &
Football Operations
&
Finance

Football needs to find a way to balance investment allocation across the 8 key strategic choices

| Entertaining | Winning | Participating | Leading |
|---|--|--|---|
| Attendance Getting more people to pay to go to matches | Now Ensuring Australian Socceroos and Matildas perform on the World Stage in the next four years | Existing Servicing the existing registered participant base | External Relations Growing relationships with government, corporations and international associations |
| &/OR | &/OR | &/OR | &/OR |
| Broadcast Consuming more Australian football on TV, mobile, tablet and online | Future Investing in talent for success at future World Cups (>4 years) | Broaden Engaging beyond the registered participant base to broaden the football family e.g.. youth, social | Internal Relations Improve relationships with current domestic football stakeholders (e.g.. MFs, HAL clubs) |

NNSWF's strategy will prioritise Existing Participants and Internal Relations





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Strategic Plan 2016-2019 - Vision & Mission

Northern NSW Football Vision:

“Football will be the largest and most popular sport and Northern NSW Football will be widely acknowledged as effective, efficient and stakeholder focused.”

Northern NSW Football Mission:

“We will lead the strategic and sustainable development, growth and promotion of the sport in partnership with our members for the benefit of communities throughout Northern NSW through effective governance, clear communication, authentic consultation, innovation and a resolute focus on what is important to our stakeholders.”

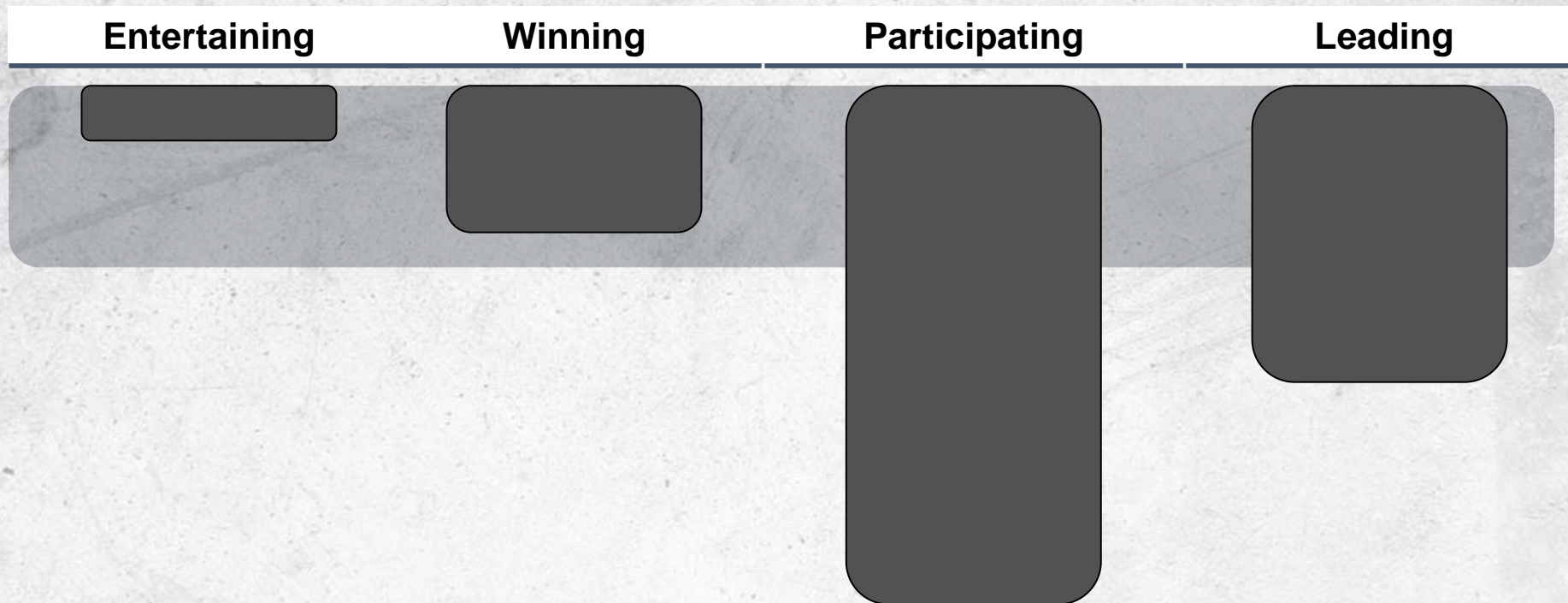
Strategic Plan 2016-2019 - Values

Values shape our behaviour, culture and the way we do business

- **Stakeholder-focused** - *We will hold an unwavering focus on what is important to our stakeholders and their football experience.*
- **Collaborative** - *We will acknowledge and utilise our members' and stakeholders' expertise and the efficiencies of effective collaboration.*
- **Innovative** - *We are a can do organisation which embraces change and innovation for the benefit of our stakeholders and the sport.*
- **Transparent** - *We will listen to our members and stakeholders and communicate in an effective, transparent and respectful manner.*

Strategic Focus 2016-2019

Participating and Leading emphasised





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Key Stakeholders aligned to focus areas

Entertaining

*Connect more fans with the
Newcastle Jets*

Key Stakeholders

- Newcastle Jets
- Member Clubs
- Community Players
- Volunteers
- Community Coaches
- Match Officials
- Schools
- Sponsors
- Media

Winning

*Build generations of successful
National Teams*

Key Stakeholders

- Identified Players
- Parents of Identified Players
- Advanced Coaches
- Newcastle Jets
- FFA
- Sponsors
- Member Zones
- NPL Clubs

Participating

*Improve the experience for all
participants*

Key Stakeholders

- Member Clubs
- Community Players
- Parents of Community Players
- Volunteers
- Community Coaches
- Match Officials
- Member Zones
- Schools
- Sponsors
- Media

Leading

Lead towards a unity of purpose

Key Stakeholders

- FFA
- Member Zones
- Member Clubs
- LGA's
- Sponsors
- Media
- MP's
- Directors
- Staff

2016-2019 Strategy – Goals

By 2019 we will have.....

Strategic Pillars

2019 Goals

Strategic Principles

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Entertaining

Connect more fans with the Newcastle Jets

Winning

Build generations of successful National Teams

Participating

Improve the experience for all participants

Leading

Lead towards a unity of purpose

Commercially driven

Stakeholder focused

Leading organisation for females in sport

Unity of purpose and efficiency

1. Partnered NUJ in activities which will have increased average attendance at HAL and WWL fixtures.
2. Actively assisted NUJ to promote club memberships and increased the number of registered participants who are members.
3. Significantly increased the number of registered players and other stakeholders throughout the Football Family in NNSW who identify as engaged fans of the NUJ, the Hyundai A-League and the Westfield W-League.

1. Lifted the technical standard of identified players and Advanced Coaches throughout Northern NSW.
2. Clearly defined and appropriate pathways and opportunities for players and coaches throughout NNSW.
3. Increased the representation of NNSW players in relevant National Squads
4. A comprehensive and effective scouting network and monitoring system.
5. Provided the NUJ's with a steady stream of players who have the potential to play in the NYL, HAL and WWL.
6. Provided identified players and coaches with regular opportunities to benchmark their development against appropriate competition.
7. Increased the number of active Advanced Coaches

1. Increased the total number of registered players in NNSW to an unprecedented level.
2. Significantly increased the overall participation of females throughout the sport in NNSW.
3. Increased the capacity of Member Clubs to better meet the needs and expectations of their members and stakeholders.
4. Reduced the percentage of players who drop out of the game annually.
5. Improved the standard of Community Coaching in Clubs.
6. Completed the implementation of the recommendations emanating from the Review of Officiating.
7. Improved the accessibility and overall quality of community football facilities throughout NNSW.

1. A clear, agreed and consistent strategic direction throughout the sport in NNSW.
2. Consistent and compliant governance, HR, WHS and management policies and procedures across the sport in NNSW.
3. Clearly defined roles, responsibilities and reporting structures.
4. An effective, efficient and accountable administration structure.
5. A formal Co-operation Agreement with the NUJ's.
6. Allocated and deployed resources in accordance with the needs of our stakeholders and strategic direction
7. Maintained NNSWF Ltd.'s net asset position.



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Females in football is a key theme of the NNSWF strategy

Female are core to every part of the strategy through these initiatives.....

| | | |
|-------------------|---------------|---|
| Strategic Pillars | Entertaining | <ul style="list-style-type: none">Increasing the number of registered participants who are highly engaged, actively support, purchase memberships and attend NUJ HAL and WWL matches. |
| | Winning | <ul style="list-style-type: none">Maintain investment commitment to High Performance programs to ensure future National Team representation.Partner the Newcastle Jets to maintain the club's participation in the W-League.Ensure access to top quality regular fixtures for Emerging Jets teamsBroaden the pool of elite female talent.Commitment to increasing the quality of coaches within female High Performance programs. |
| | Participating | <ul style="list-style-type: none">Grow female participation through Minirooms for girls and working with Member Zones to ensure female have access to clubs, teams and leagues.Investigate the viability of a Women's NPL in NNSWInvestigate the viability of a knockout competition for Senior Women |
| | Leading | <ul style="list-style-type: none">Ensure Female Football is a guiding strategic principle throughout aligned Member Zone Strategic Plans. |