



MINCHINBURY JETS SOCCER CLUB STRATEGIC BUSINESS PLAN

2024

BUSINESS PLAN SUMMARY

Business Name:	Minchinbury Jets Soccer Club Incorporated.
State Registered:	New South Wales.
Date Registered:	01 November 1999.
Business Structure:	Other Incorporated Entity.
ABN:	95 372 250 224.
GST:	Not currently registered for GST
Domain Names:	www.minchinburyjets.com
Business Location:	22 Minchin Drive, Minchinbury, NSW, Australia, 2770



CLUB DETAILS

PURPOSE OF THE CLUB (MISSION STATEMENT)

“To promote fitness, health, discipline and community spirit through the game of football”.

Minchinbury Jets Soccer Club is a not-for-profit sporting club that was first established in 1986 and has been providing football facilities to our community ever since.

In 2024, this will be our 38th year in the Blacktown District Soccer Football Association. Over those 38 years Minchinbury Jets Soccer Club has been run by many great people who have all volunteered their time and effort to make it the Club of choice for our community and surrounding suburbs and we rely on sponsorship to provide the necessary equipment and uniforms for all our players.

We offer a balance of a family and community environment encouraging fun, social interaction, and participation. Our on-field competitiveness and skill development aim to nurture successful junior teams who will evolve into our senior teams of the future.

We are a club that prides itself on being a fair, safe, and inclusive club that welcomes players of all ages, gender, religion, size, and ability. Over our 38 years to date we have grown from 200 players to 500 players, fielding 35+ teams in the 2023 season from under 5's to over 35's.

We have established a reputable brand and club within the Blacktown District Soccer Football Association and the local community and have over 1.4K followers on Facebook.

CLUB STRUCTURE

List committee positions and name of person occupying that position

President: Sam Dannawe

Vice President: Sandie
Brockway

Secretary: Troy Elcock

Treasurer: Stephen
Elcock

OTHER KEY POSITIONS:

Registrar: Sam Dannawe

Publicity and Sponsorship
Coordinator: Steve
Elcock/Alpha Liavas

Canteen Manager: Rob
Varley

Merchandise
Coordinator: Aman Pillay

MPIO and CSO: Alpha
Liavas

General Committee:

Debbie McDonald
Steve Liavas
Alpha Liavas
Robert Finn
Aman Pillay,
Tony Carney
Trevor Reeves

ACTIVITIES

Providing a quality and enjoyable football experience to men, women and children.

Educate and train Coaches and Volunteers to succeed in their roles enhancing their experience and enjoyment encouraging them to return and others to join them.

Engage our youth in Club activities including Game Leading and Coaching to ensure succession planning for the Club's future.

Provide a welcoming club.

Promote and adopt fair, safe, and inclusive environment for all MJSC and community members.

Promote football throughout the local community.

Summer 6s competition.

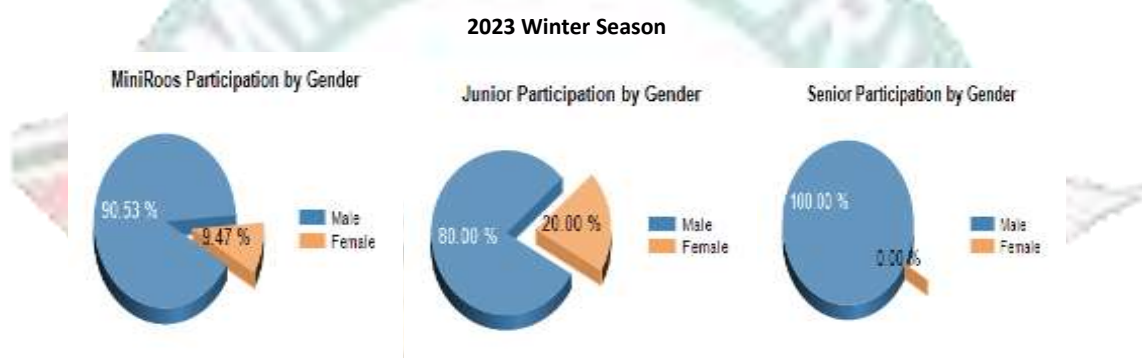
Premier League competition.

FACILITIES & ASSETS

- Our Club has access to a council owned facility.
- Comprised of an amenities building, including a canteen, change rooms, public toilets and equipment shed.
- Four fields are lit with No. 1 field capable of hosting competition matches.
- There is multiple small, sided goal post for MiniRoos fields.
- All playing shirts are owned by the club.

MEMBERSHIP

In 2023 we had 452 active players within the age groups of 5years to Over 35s. This included 90 female players. Our committee consisted of 9 males and 3 females.



FINANCIAL STATUS

CURRENT SITUATION

KEY ACHIEVEMENTS 2024

1. Courses and Skills training undertaken with the support of our Governing Bodies and ASC (online training)
2. Completed National Club Development Program and achieve 3 Stars
3. Sponsorship and Grants
4. Registrations & Competitions

5. Facility
6. Merchandise & Equipment Shed

ISSUES STILL CURRENT

- Facility Upgrades – lighting, amenities, perimeter and ‘at risk’ areas for fencing.
- Any new equipment – eg: goal nets, portable goals, cones, balls, bibs.
- Coach and volunteer development – eg: training, resources, courses.
- Player development – eg: through accredited coaches
- Club Coach Coordinator program.
- MPIO and CSO promotional marketing for fair, inclusive, and safe environment to meet the child safe standards commitment statement and inclusivity policy (signs, banners, posters etc). This includes all printing or online information in different languages for our CALD community.
- Insufficient perimeter fencing to provide security from damaging activity.
- All amenities and fields need to be clearly lit with LED lighting to improve vision, security and minimise electricity costs.
- PA system to promote child safety, inclusive and fair play. This includes ground rules and game announcements.
- All open ‘at risk’ areas to be fenced or restructured for WHS, security and child protection.
- Installation of camera system for WHS, security and child protection.



ANALYSIS OF ISSUES AND OPPORTUNITIES

In this section, you need to discuss the issues facing your organisation and the opportunities available to address the issues. These issues should be grouped into Key Result Areas to enable strategies to be developed for each issue. You should refer back to these issues and opportunities when developing actions.

KEY RESULT AREAS

Develop a set of desired 'Key Result Areas' which reflect the core areas of running your club such as:

1. Administration and Finance
2. Facilities and Equipment
3. Membership
4. Activity Development
5. Volunteer Management
6. Administration
7. Player Development
8. Fair, Inclusion, Safe and Diversity
9. Sportsmanship

ISSUES AND OPPORTUNITIES

KEY RESULT AREAS	ISSUES	OPPORTUNITIES
Facilities	Club facilities are reasonable but there is room for improvement. Upgrades to lighting for fields and amenities. Change rooms, and toilet facilities to be gender friendly. Sufficient fencing, installation of PA and security systems and upgraded infrastructure to 'at risk' areas and playing fields is a priority.	Apply for grants, sponsorship and fundraise to improve the facilities while working within Council's recreation plan. Engage State & Federal members as advocates for when funding becomes available. Engage facilities & Advocacy Unit. Fundraising events Sponsors.
Volunteers	There are currently limited volunteers.	Improve the Club Culture, professionalism, and training.

<p>Player Membership</p>	<p>The Club is on the incline since COVID. There are huge gaps between MiniRoos and All Age. However, we do have a high mixed age teams on all levels with two competition women teams currently.</p> <p>Need to reduce the churn rate of players, especially in the youth age groups.</p> <p>Establish & implement Girls only MiniRoos teams.</p>	<p>Work closely with schools and where possible find opportunities to help the schools.</p> <p>Work with Local schools including donating playing shirts to the school and assisting where asked with families struggling financially.</p> <p>We have assisted with obtaining key access to the facility to enable them to compete in interschool competitions. We need to focus on more schools and specifically high schools as it has been identified that there are many teenagers interested in playing.</p> <p>Continue or establish Summer 6s Season which generated a lot of interest from both winter players and non-players.</p>
<p>Coach Development</p>	<p>Implement Coach development program and improve the experience to ensure we have plenty of coaches for the future catering for when gaps arrive as players move.</p>	<p>Resources from NSO have developed and are implementing 2 coach handbooks for both 5 to 9 years old and 9 to 13 years old.</p> <p>Club to assist coaches attend coach education courses provided by either financially or with equipment.</p> <p>Implement the Club Coach Coordinator program.</p>
<p>Administration</p>	<p>Many of the processes have been automated where possible and are all electronic however the process is not documented</p>	<p>Document all processes in a simple and clear manner.</p> <p>Seek to improve processes through learnings from other clubs and sports.</p> <p>Use systems to their capacity. Eg Registration system reports & communication tools.</p> <p>Use of technology experts for social media, online communication, grants, and financial reports</p> <p>Take advantage of Club Spot.</p>
<p>Fair, Inclusion, Safe and Diversity</p>	<p>Establish girls only MiniRoos teams for Zone competitions.</p> <p>Children with disabilities often don't play or drop out prior to entering competitions due to parents</p>	<p>Continue to develop girls within the club and actively promote all girls only competitions and gala days to increase female participation.</p> <p>Encourage all children to play and provide a warm, safe and welcoming</p>

	<p>concerned about the effect on the team.</p> <p>CALD communities unable to access information in their language.</p> <p>Members, staff, and community unaware of complaints system.</p>	<p>environment and teach children to be accepting and patient and work as a team.</p> <p>Utilise the Womens Football Development guide.</p> <p>FNSW provide related soccer information in different languages for MJSC to access and distribute.</p> <p>MJSC have an MPIO and CSO for providing information on complaints process and training programs.</p>
Communication and Marketing	<p>Getting information out in a timely fashion to the right people in a society overloaded by emails, text messages and social media.</p>	<p>Utilise best practice tools including TeamApp, text messages, website, social media and banners. Along with flyers through school newsletters and apps. Utilise material supplied by.</p>
Partnership Development	<p>Maintaining effective mutual beneficial partnerships within the community and sponsors.</p>	<p>Local Hotel, Cricket Club, shop owners etc.</p> <p>Identify different groups within your audience - age, gender.</p> <p>Establish a marketing strategy including the message, communication, brand awareness, who's responsible.</p> <p>Targeting health sponsorship e.g., Physio, dental, medical etc. To provide outside services, induction, and information sessions about holistic health to improve player wellbeing and empowerment.</p>
Sportsmanship	<p>Sportsmanship is deteriorating within sport in general and specifically causing issues within children with parents focusing on winning and succeeding and losing sight of the fun.</p>	<p>Work with the guidelines along with the information and campaigns run by groups such as Play by the Rules and other positive sporting groups.</p> <p>Promote fun and friendship above winning and help educate parents on the benefits and reasons children play sport.</p> <p>Ensure all participants play fairly and respect all officials.</p> <p>Participate in Silent Saturday & Referee Recognition Weekend.</p>

VISION, GOALS AND OBJECTIVES

VISION

To provide competitive and social football along with community spirit for all residents of Minchinbury and its surrounds in a fair, inclusive, safe and fun environment.

GOALS

KEY RESULT AREA	GOAL
Facilities	To seek funding to improve the facilities working with local Council, State & Federal members and other government bodies to follow long term plan and ensure the improvements benefit all users. Engage support from Zone.
Volunteers	To improve the experience of volunteers hence increasing the number of volunteers and ensure continuity in the club's committee and volunteers.
Player Membership	To increase the player membership ensuring we have teams from Under 6 right through to Over 35 including all female teams with a focus on attracting those not currently playing sport.
Coach Development	To continue and improve our coach development and satisfaction and improve the enjoyment of the coaches and ensure they are set up for success.
Administration	To improve, simplify and document the administrative side to allow anyone to be able to assist and reduce the time required to run the club where possible. Use Position Descriptions. Break down roles.
Player Development	To provide opportunities for player development both within the club and outside pathways including identification and recommendation to Zone Elite Football Academy & possibly Emerging Jets.
Inclusion and Diversity	To provide a Club environment that is welcoming to all within our community being inclusive and supporting diversity.
Communication and Marketing	To utilise best practice tools for communication and marketing capitalising on technology and the vast reach of social media along with apps for real time marketing and communication.
Partnership Development	To develop partnerships with sponsors, schools, community groups, other football clubs and sporting groups and governing bodies that promote football in a positive manner.
Sportsmanship	To develop a club culture that promotes RESPECT to team mates, opponents, coaches and managers and most importantly referees.

ACTION PLAN

This Action Plan should contain actions within each of the objectives and goals identified. You should group actions into the Key Result Areas identified earlier to ease implementation. Insert as many additional rows as you need to complete your action plan.

KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
FACILITIES	To seek funding to improve the facilities working with Council, State & Federal Members and other government bodies to follow long term plan and ensure the improvements benefit all users.	<p>Complete lighting, fencing upgrade</p> <p>Source funding</p> <p>Plan for future improvements including all amenities, playing fields, toilet and change room upgrades and further improvements to the lighting, security etc</p>	Complete and submit all available grants following the priorities identified in this Development Plan.	Facility improvements achieved annually or successful funding applications.	Secretary, Committee and any other volunteer with capacity to complete and submit grant applications.	<i>ONGOING – NOTE GRANT DEADLINES</i>
VOLUNTEERS	To improve the experience of volunteers hence increasing the number of volunteers and ensure continuity	<p>Identify what motivates the various volunteers within the Club and tailor tasks to suit.</p> <p>Develop a reward and recognition system</p>	Complete a volunteer engagement plan, Code of Conducts and policy adherence sign off.	Number of Volunteers and Volunteer Satisfaction and Retention improved.	Committee along with resources provided by Governing Body.	<i>DECEMBER EACH YEAR</i>

KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
	in the club's committee and volunteers.	<p>within our Club along with put forward volunteers forward for recognition by Zone where appropriate.</p> <p>Develop and implement relevant training including the new Coaching Guide, First Aid Training to ensure confidence and enjoyment of volunteers.</p>	<p>Develop reward and recognition system within the Club.</p> <p>Nominate volunteers for volunteer of the month program.</p> <p>Identify appropriate training and nominate volunteers.</p> <p>Roll out Coaching Guide.</p> <p>Communicate online training modules.</p> <p>Implement an end of season survey.</p> <p>Use of Club Spot</p>			

KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
PLAYER MEMBERSHIP	To increase the player membership ensuring we have teams from Under 5 right through to Over 35 including all female teams with a focus on attracting those not currently playing sport.	<p>Continue work within schools promoting the sport and supporting the schools in football related activities.</p> <p>Establish (or Continue) to run Summer 6s season working with neighbouring clubs to increase the participation and promote the fun and social side of football and fitness while promoting community spirit.</p> <p>Focus on the pre-teen and teen age groups to ensure their football experience is enjoyable and they continue to play once in competition, keeping the fun in while adding the competitive side.</p>	<p>Attend Kindy Orientation at Local schools.</p> <p>Offer assistance with any coaching or other football related activities at the schools.</p> <p>Plan and promote Summer 6s early, running a shorter season.</p> <p>Work with the high schools to identify ways of promoting football and ensuring teen continue sport participation.</p> <p>Implement an end of season survey.</p>	<p>Increases on previous years registrations numbers.</p> <p>Reduced churn rate.</p>	<p>Committee Members and any other volunteers with capacity and interest in working with the schools.</p>	<i>FEBRUARY EACH YEAR</i>

KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
COACH DEVELOPMENT	To continue and improve our coach development and satisfaction and improve the enjoyment of the coaches and ensure they are set up for success.	<p>To continue seeking coaching courses to be run at our club or locally to ensure attendance by all coaches and interested parents.</p> <p>To continue to fund all coaching courses to reward coaches for the time they donate both coaching and attending courses.</p> <p>To enforce all codes of conduct and support coaches in resolving any incidents if they occur.</p>	<p>Identify training gaps and encourage coaches to attend, providing the funding for each relevant course.</p> <p>Implement the Club Coach Coordinator program.</p> <p>Nominate coaches for the coach of the month awards.</p> <p>Implement an end of season survey.</p>	Number of Coaches qualified, age appropriate.	Training organised by the Coaching Coordinator and Committee.	<i>MAY EACH YEAR</i>
ADMINISTRATION	To improve, simplify and document the administrative side to allow anyone to be able to assist and reduce the time	<p>To plan for our organisation and its activities</p> <p>To formalise and document the way in which the club is managed.</p>	<p>Document current and new processes.</p> <p>Make use of Football Australia digital systems. Eg reports & communication tools. Engage Governing Body for training as required.</p>	Every process documented in a simple manner, easy for all to understand.	Committee	<i>DECEMBER ANNUALLY</i>

KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
	required to run the club where possible.	To demonstrate sound financial management Implement Position descriptions.	Position Descriptions templates from NCDP.			
PLAYER DEVELOPMENT	To provide opportunities for player development both within the club and outside pathways including identification and recommendation to Zone Elite Football Academy	Ensure Coach development meets or exceeds the minimum recommendation along with coach satisfaction to ensure the players receive the best coaching standards while maintaining a focus on fun and enjoyment. Assist with identifying players and sharing the opportunities provided by Zone Elite Football. Share all football experiences available to players including Gala Days and Skills Clinics.	Identify, share and encourage participation in all football related activities through the year. Provide information on all pathway opportunities to players and parents.	Players receive an enjoyable football experience and continue to play year on year. Percentage of children successful in selection for Elite programs. Reduced churn rate.	Coaching Coordinator and Committee.	<i>AUGUST ANNUALLY</i>

KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
<i>INCLUSION AND DIVERSITY</i>	To provide a Club environment that is welcoming to all within our community being inclusive and supporting diversity.	To be an inclusive and diverse Club supporting all players.	<p>Educate coaches, parents, and players on fair, safe, inclusion and diversity.</p> <p>Provide all necessary tools to ensure inclusion and diversity.</p> <p>Work with council to provide female friendly & match official facilities.</p>	<p>Increased registrations from all abilities and backgrounds.</p> <p>Re-registrations every year from players that fall into these categories.</p>	Committee, Coaches and Managers utilising resources from Play by the Rules, Zone and government bodies.	<i>SEPTEMBER ANNUALLY</i>



KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
COMMUNICATION AND MARKETING	To utilise best practice tools for communication and marketing capitalising on technology and the vast reach of social media along with apps for real time marketing and communication.	<p>Encourage members to join up to TeamApp as the fastest method to share information quickly.</p> <p>Utilise text messaging for important messages that need to reach all quickly to cover those that may not use smart phones.</p> <p>Education and awareness through signs, banners, posters etc.</p> <p>Use emails, facebook and the website to share general information that is not time critical.</p>	<p>Communicate the tools that are used and encourage all to utilise.</p> <p>Utilise Governing Body recruitment campaign material.</p> <p>Utilise all social media.</p>	<p>Roll out the various communication tools utilised to new players and parents.</p> <p>Annual Survey conducted.</p>	Current tools suitable and Committee	<i>APRIL ANNUALLY</i>

KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
PARTNERSHIP DEVELOPMENT	To develop partnerships with sponsors, schools, community groups, other football clubs and sporting groups and governing bodies that promote football in a positive manner.	<p>Reward current suppliers and communicate openly to ensure they feel valued and a part of the club.</p> <p>Work closely with the schools to support football related and other activities as requested.</p> <p>Work closely with other clubs and governing bodies to ensure a great atmosphere and football experience for all.</p> <p>Work closely with other local sports, local council & State Member to provide the best possible facilities and sporting experience.</p>	<p>Organise framed team photo for each sponsor.</p> <p>Continue to attend Kindy Orientation at the local schools and share opportunity with other clubs.</p> <p>Organise Summer 6s that includes and promotes other Clubs and welcomes non winter season players equally.</p> <p>Talk to the other sports regularly throughout the year to ensure alignment in goals for the facility.</p> <p>Aid when required to Governing Body and other clubs.</p> <p>Engage local council & State Member. Invite to facility & inform them of upgrade priorities.</p>	<p>Returning Sponsors.</p> <p>Happily sharing facilities and working together to improve the facilities with the other sports.</p> <p>Good relationships with Governing bodies, local council, State Member and other clubs.</p>	Committee	<i>DECEMBER ANNUALLY</i>

KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
SPORTSMANSHIP	To develop a club culture that promotes RESPECT to team mates, opponents, coaches and managers and most importantly referees.	<p>Educate coaches and parents from the beginning to respect all officials and promote sportsmanship as the first priority.</p> <p>Ensure our Club is the Club officials feel welcomed and safe.</p> <p>Provide a safe environment for referees along with clean and tidy rooms plus offer any food or beverages to ensure they feel welcomed and enjoy their football experience as much as the players.</p>	<p>Embrace and promote Football Australia's RESPECT Campaign.</p> <p>Provide a clean, tidy and comfortable room for officials to ensure they feel welcomed.</p> <p>Provide adequate ground control to ensure official always feel safe.</p> <p>Educate children and parents from the beginning to respect all officials at all times and to speak up if they witness poor behaviour towards officials.</p> <p>Encourage all competition team coaches & managers to complete the online laws of the game exam.</p>	<p>Officials are happy to come to our Club.</p> <p>The number of referees within football increases and children are comfortable and enjoy refereeing and game leading.</p> <p>Zero tolerance to abuse of officials, players or coaches.</p>	Committee, Coaches, Parents and Players utilising the Football Australia RESPECT Campaign resources.	<i>AUGUST ANNUALLY</i>