



Strategic Plan 2021 - 2025



Introduction

Football is one of the fastest growing sports in our country, and at Cumberland United Football Club (CUFC) we certainly understand why.

Football is a sport for all people, young and not so young, men and women, boys and girls and you can play our sport at any level. Let's also remember that it doesn't matter what side of the pitch you are on be it player, coach, supporter or match official, football is a sport that brings us together as a community.

At CUFC we love our football and we love the spirit of community that comes with it. Football is the reason we exist as a club and our purpose is to cultivate a passion for the sport and create memorable experiences for our players, parents, supporters and volunteers.

With this in mind, our 2021-2025 strategic plan outlines our goals and milestones and how we plan to reach our goals.

As with any community club, we rely heavily upon the generous support of our volunteers. Our volunteers are priceless. They are at the heart and soul of the club and we cannot function without these wonderful people.

Our future success relies upon increasing our current volunteer base and working side by side to help our club improve.



Quote:

'the truth is that teamwork is at the heart of great achievement'

John C Maxwell

Did you know volunteering need not be a huge commitment?

There are many ways to volunteer with us.

Volunteering is also a great way to meet new people and develop friendships that can end up lasting a lifetime.

We call on each of you to consider volunteering. Our volunteering roles extend beyond the sporting side of things, and include administration, events management, sales and marketing, applying for grants, IT, first aid, building, design and more. We consider your knowledge and skills vital in helping us grow.

You can register your interest using this link [Click here to register as a volunteer](#) or go to our [website](#) or [Facebook page](#)

We would also like to thank our sponsors who are incredibly important to us. They work with us to provide much needed goods, services, and financial support. When thinking about your next purchase, please consider engaging with our sponsors and be sure to let them know you are from Cumberland.

We look forward to working with you all to achieve our goals over the next 5 years.

Tom Schoen – Club President





CUMBERLAND UNITED FOOTBALL CLUB

OUR VALUES

Our values are the embodiment of the club. It's what we stand for and remain true and authentic to. They describe the behaviours and actions that reflect who we are and what we are capable of achieving together. It is these values that underpin the success of our future.

With our people and our passion for the game at the core of everything we do, these are the values we live by:

- C**reate the very best player experience possible
- U**phold the highest level of quality, safety and integrity through great leadership, role modelling and process
- F**ocus on programs and training that maximise the development of football skills and knowledge of the game
- C**ultivate a culture of respect, resilience, friendship and teamwork within our football community

OUR VISION

"To be regarded as the Club of choice, fostering a positive community environment and recognised for the continual development of players at all levels. Our people are our success."

OUR MISSION

"Cumberland United is the club that has community at its core. We will work together to build an environment of enriching experiences for players, coaches, families and friends by introducing a diverse range of sporting and social opportunities for people to play, develop, stay and interact as one united football family"





Our Strategy

There are 3 core elements that represent our strategy.

They encompass key areas crucial to the future sustainability of our club. The 3 elements have been developed to enable us to focus on what counts most.

These elements form an anchor to which the rest of the plan must connect to and it allows us to develop our goals, milestones and actions that map the journey towards achieving them.



Our People

We work together to build an environment of enriching experiences for players, coaches, families, and friends by introducing a diverse range of sporting and social opportunities for people to play, stay and interact as a football family.



Our Programs

Commit to the continuous improvement of our programs, coaching and player outcomes to achieve the best possible approach to player and personal development.



Our Facilities

Plan and develop state of the art facilities to support best practice in football and year-round opportunities for sporting and social activities.

Our People

CUFC 5 year action plan

Strategic goal	Milestone	Action to achieve goal	Lead	what success looks like
Year 1 - 2021				
<i>Foster a culture of active participation and inclusiveness on and off the pitch through sharing ideas and working together as one community</i>	Creating a 'one club' culture through the integration of junior and senior functions and developing a committee structure to better reflect the needs of the membership base.	<ul style="list-style-type: none"> analyse existing committee structure, function and representation and redesign to meet the future needs of the club send draft proposal for consultation to greater CUFC community consider feedback and finalise structure communicate new structure to CUFC community 	Executive committee	<ul style="list-style-type: none"> increased patronage of bar and meal facilities greater support of club events through attendance numbers increases to volunteer base improved response rate to surveys improved satisfaction rates in surveys

	Build our volunteer base through the establishment of flexible and diverse options to better suit the needs of potential and existing volunteers.	<ul style="list-style-type: none"> • undertake analysis of current volunteer resourcing requirements • consider factors that improve flexibility in volunteering and reduce workloads and fatigue across teams • develop volunteer structure that aligns with core operational functions and provides clear description of roles • update volunteering forms and streamline current recruitment process • review and improve current volunteer communication processes 	Executive committee	<ul style="list-style-type: none"> • increase to volunteer base • volunteers enjoy a flexible approach to volunteering • increased club capacity to offer improved services • reduction of volunteer fatigue
<i>To grow and diversify our football community through the development of partnerships with like-minded sporting groups</i>	Explore options to attract new membership bases through affiliation with women's teams, amateur leagues, and recreational memberships	<ul style="list-style-type: none"> • identify potential affiliations and stakeholders • determine conditions of affiliation, costs, facilities, timeframes, resources, membership options etc • arrange meetings with stakeholders 	Executive committee	<ul style="list-style-type: none"> • development of one or more affiliations with sporting organisations • greater use of facilities

Year 2 - 2022

<p><i>Foster a culture of active participation and inclusiveness on and off the pitch through sharing ideas and working together as one community</i></p>	<p>Attract and retain the very best possible volunteer base through the establishment of screening and support processes and provision of knowledge and tools to perform their tasks</p>	<ul style="list-style-type: none"> • develop position descriptions for key volunteer roles • determine roles that require/do not require working with children checks (WWCC) • develop relevant information for key volunteer roles that facilitate and standardise the duties performed. • investigate recruitment drives for specific roles throughout the year 	<p>Executive committee</p>	<ul style="list-style-type: none"> • increased volunteer base • key volunteer positions are filled • volunteer roles are streamlined • elevated levels of volunteer satisfaction
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Year 4 - 2024

<p><i>Foster a culture of active participation and inclusiveness on and off the pitch through sharing ideas and working together as one community</i></p> <p><i>To grow and diversify our football community through the development of partnerships with like minded sporting groups</i></p>	<p>Monitor and review the effectiveness of strategies</p>	<ul style="list-style-type: none"> • analyse the effectiveness of strategies from year 1-3 to track improvements or decline in membership base and engagement (include focus groups and surveys) • identify areas for improvement and action as required 	<p>Executive committee</p>	<ul style="list-style-type: none"> • demonstrated increase in player base • demonstrated increased levels of player retention • social activities/events are well attended and supported • volunteer numbers continue to improve year on year • responses to feedback show increased levels of player satisfaction • responses to feedback show increased levels of parent and volunteer satisfaction
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Year 5 -2025

Foster a culture of active participation and inclusiveness on and off the pitch through sharing ideas and working together as one community

To grow and diversify our football community through the development of partnerships with like minded sporting groups

Implement any changes identified during the review in Year 4

- respond to identified changes required
- review goals for next 5 years and document

Executive committee

- adjustments to plans are implemented
- new targets developed

Our Programs

CUFC 5 year action plan

Strategic goal	Milestone	Action to achieve goal	Lead	what success looks like
Year 1 - 2021				
<i>Building 'football excellence' benchmarks into all programs and coaching requirements to set a new standard for football development in the state</i>	Development of CUFC best practice guidelines for programs and coaching requirements	<ul style="list-style-type: none"> research best practice, including coaching training requirements, expected development milestones at each age group for junior programs and program development opportunities based upon feedback and the needs of the CUFC community compare current CUFC practices with industry/competition standards. determine expectations for coaching, player development, conduct, support mechanisms and formalise targets for CUFC junior promotion to senior teams develop a document that sets out CUFC standards for minimum and best practice 	Executive committee /Football Technical Director	<ul style="list-style-type: none"> increase in junior player base improved player satisfaction and retention levels improved coaching satisfaction and retention levels enhanced player/team performance at each age group introduction of new programs in line with player/community needs

Year 2 - 2022

<i>Building 'football excellence' benchmarks into all programs and coaching requirements to set a new standard for football development in the state</i>	Review current programs and coaching requirements against the CUFC best practice standard	<ul style="list-style-type: none"> • undertake gap analysis of our current programs and requirements for alignment with the CUFC best practice standards • identify areas for improvement and develop action plan to address them 	Executive committee / Football Technical Director	<ul style="list-style-type: none"> • review completed, and improvements identified • action plan developed and endorsed by committee
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Year 3 - 2023

<i>Building 'football excellence' benchmarks into all programs and coaching requirements to set a new standard for football development in the state</i>	Develop a timeline to communicate and implement the standard	<ul style="list-style-type: none"> • discuss priorities and develop a staged approach to implementing initiatives • identify the key stakeholders and plan implementation process • determine specific KPI's to monitor effectiveness of initiatives 	Executive committee / Football Technical Director	<ul style="list-style-type: none"> • key program milestones are delivered on time • consultation and communications with key stakeholders are ongoing
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Year 4 - 2024

<i>Building 'football excellence' benchmarks into all programs and coaching requirements to set a new standard for football development in the state</i>	Identify new opportunities for future programs to develop and enhance player performance.	<ul style="list-style-type: none"> • monitor success of implementation of standard (using KPI's from Y3) • identify areas for improvement and action as required 	Executive committee / Football Technical Director	<ul style="list-style-type: none"> • improved performance of teams across all year levels • promotion rates from CUFC junior players to senior ranks • consistently high level of coaching achieved across all year levels • programs and academies are fit for purpose and meet the needs of the players and community
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Year 5 - 2025

Building 'football excellence' benchmarks into all programs and coaching requirements to set a new standard for football development in the state

Implement any changes identified during the review in Year 4

- respond to identified changes required from year 4
- review goals for next 5 years and document

Executive committee / Football Technical Director

- adjustments to plans are implemented
- new targets developed

Our Facilities

CUFC 5 year action plan

Strategic goal	Milestone	Action to achieve goal	Lead	what success looks like
Year 1 - 2021				
<i>Improve existing facilities for year-round accessibility to high quality playing surfaces, equipment and social places and provide additional revenue streams</i>	Develop a master plan to outline the final vision (or a number of options) for the club's built facilities and potential multipurpose/commercial uses	<ul style="list-style-type: none"> • form a team to identify and document essential and desired criteria for facility development and potential multi use • identify key stakeholders who can advocate for or support the proposal development • consult with drafts person or architect to develop initial concept plans and associated costing • seek feedback from CUFC community on plans 	Executive committee	<ul style="list-style-type: none"> • staged building works/milestones developed • facility design meets the needs of our community • design accommodates for year round usage of facilities • potential for increase in revenue • potential for increase in patronage • potential for increased sponsorship base

Year 2 - 2022

<i>Improve existing facilities for year-round accessibility to high quality playing surfaces, equipment and social places and provide additional revenue streams</i>	Draft and cost plan with short term, medium and long term milestones	<ul style="list-style-type: none"> liaise with stakeholders (including council and local MP) to share plans with them and to ensure their support work with draftspersons/architects to develop a phased construction plan with milestones and costs 	Executive committee	<ul style="list-style-type: none"> plans have in principal support of local and state government security of grant funding/other financial support backing
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Year 3 - 2023

<i>Improve existing facilities for year-round accessibility to high quality playing surfaces, equipment and social places and provide additional revenue streams</i>	Promote club activities with local residents, schools, local and state government, members of parliament and the FSA to connect them with our community and gather support for funding opportunities when presented	<ul style="list-style-type: none"> develop an events calendar prior to the season commencement develop a communications plan to reach our target audience 	Executive committee	<ul style="list-style-type: none"> increased local community involvement in CUFC activities and initiatives events scheduled and promoted well in advance to maximise attendance close relationships are formed with local, state government bodies, local businesses and school communities increased access to funding/sponsorship opportunities
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Year 4 - 2024

Improve existing facilities for year-round accessibility to high quality playing surfaces, equipment and social places and provide additional revenue streams

Review effectiveness of strategy

- review original plan against milestones achieved
- document changes or identified challenges to future plans

Executive committee

- support from business, community, local and state governments is received
- funding for projects is secured
- facility developments meet the needs of the community
- year-round use of facility is being achieved

Year 5 - 2025

Improve existing facilities for year-round accessibility to high quality playing surfaces, equipment and social places and provide additional revenue streams

Implement any changes identified during the review in Year 4

- respond to identified changes required from Y4
- review goals for next 5 years and document

Executive committee

- adjustments to plans are implemented
- new targets developed