

**NIGHTCLIFF
FOOTBALL CLUB Inc.**



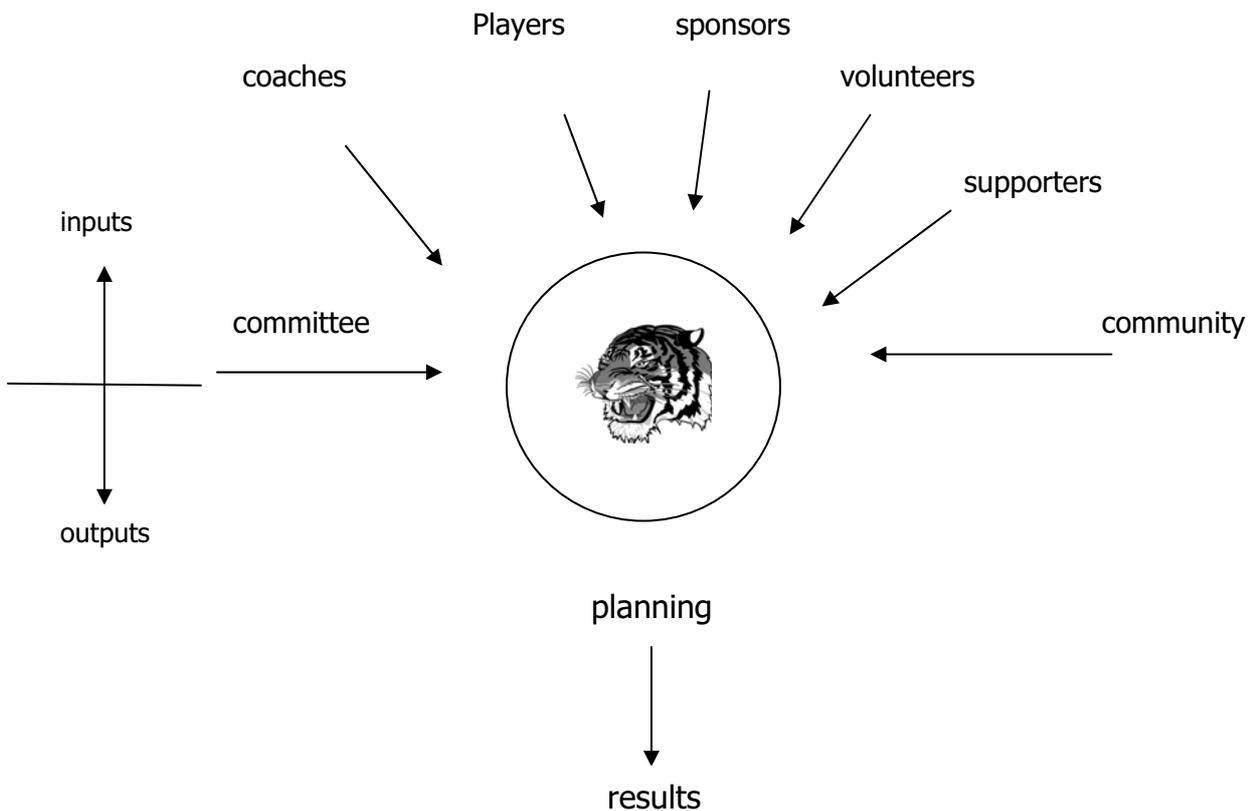
CLAWING BACK

A plan for resurgence of the
Nightcliff "TIGERS" Football Club
to claw its way back to being a strong and constant force
in the NTFL

DRAFT 6
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The output of a Football Club is gauged by on field results, and the only results that it will ultimately be measured by are premierships, more specifically A grade premierships. The above model shows the many inputs necessary to run a successful Club. These are essentially all human resources that if efficiently organised and fully committed, secure the money, logistical support, and expertise to get the necessary results. This document discusses each of these inputs and how they need to be organised, to form a well managed, well respected, and successful Club that attracts good players and quality people to it.

1. PREAMBLE.

The Nightcliff Football Club Mission Statement says:

“to provide young men the opportunity to play Australian Rules Football in a well disciplined and friendly atmosphere that may lead them into the future with realistic goals and endeavors for the lifestyle they choose, and enjoy the camaraderie that the sport delivers”

This is a valid and esoteric objective, and the Club would probably argue that it consistently meets it. Externally however, the only hard criteria for success of a Football Club is measured by the number of A grade premierships won, and on this score Nightcliff Football Club (NFC) fails dismally. In a competition of 7 / 8 teams it is over 40 years since success was last achieved. Whilst some good sides have been assembled to play in grand finals, the flag has eluded us, and at the present time the team is languishing near bottom with no obvious signs of improvement in this season. The Mission Statement needs to have an element which reflects team success.

There is no doubt the methods applied in the past, and much of what applies at the present time, have not been good enough in a competition continually improving. NFC is a Club with little tradition, a culture conditioned to losing, and a generally passive approach to recruiting and retaining players. Much of what we do/have at the moment must be discarded and a new, bold, determined and disciplined plan embarked on to bring the Club ultimate success within a specific timeframe. This document proposes the way forward.

The persons responsible for drafting this plan have only one objective, and that is the ultimate success of the NFC. It is not intended to reflect in any way on the commitment or abilities of any of the current Committee, coaches or volunteers. The Club has always been able to attract and retain some outstanding people. We sincerely hope this situation remains and that nobody takes personal exception to what they read in this document. Individuals may not agree with some of the recommendations made, in which case we are sure the Club is mature enough to give consideration to alternative views and the process to enable this is suggested in Section 10. At the end of the day hopefully we are all after the same thing.

2. SWOT ANALYSIS

<p>Strengths</p> <ul style="list-style-type: none"> - strong geographic identity - affiliation with Nightcliff Sports Club (NSC) - home ground - dedicated volunteers 	<p>Weaknesses</p> <ul style="list-style-type: none"> - losing mentality/culture - reactive (rather than proactive) hit and miss recruiting - minimal attention to specialist coaching and individual player development - weak linkages between junior and senior sections of the Club - loss of high quality juniors - low membership levels - minimal involvement of players partners in club social activities
<p>Opportunities</p> <ul style="list-style-type: none"> - improved facilities within NSC - increased targeting of Nightcliff community for sponsorship / membership - improved relationships with local schools - demographic of people with high disposable income 	<p>Threats</p> <ul style="list-style-type: none"> - leakage of players to TEFA - possible AFLNT agenda for increasing games at TIO stadium - loss of senior schooling at Nightcliff Middle School

All these issues are dealt with in the following Sections however two significant matters are worth elaborating.

- (i) NFC, by virtue of its name and location should have a massive advantage over the other Darwin based clubs. (Darwin, Waratahs, Wanderers, St Mary's). Nightcliff and its perimeter suburbs of Rapid Creek, Coconut Grove, and Milner is a discrete geographic community with a significant and reasonably affluent population, schools and extensive local business. Given the right approach there must be many more people that live and conduct business in Nightcliff prepared to be identified with their local Football Club and support it through membership and/or sponsorship. Selling ourselves and raising our image in our 'local' community should be a major priority for the Club.

- (ii) A major weakness (though some may argue otherwise), is that the club carries a loser mentality. Near enough is good enough and putting up a good show is OK. Until winning becomes more important (to everyone), we will remain entrenched in mediocrity. All of the discussion and specific proposals brought forward in this paper, particularly in the Football Operations Section is about reversing this culture into one of aiming high and expecting to win.

3. GOVERNANCE

"where are we now ?"

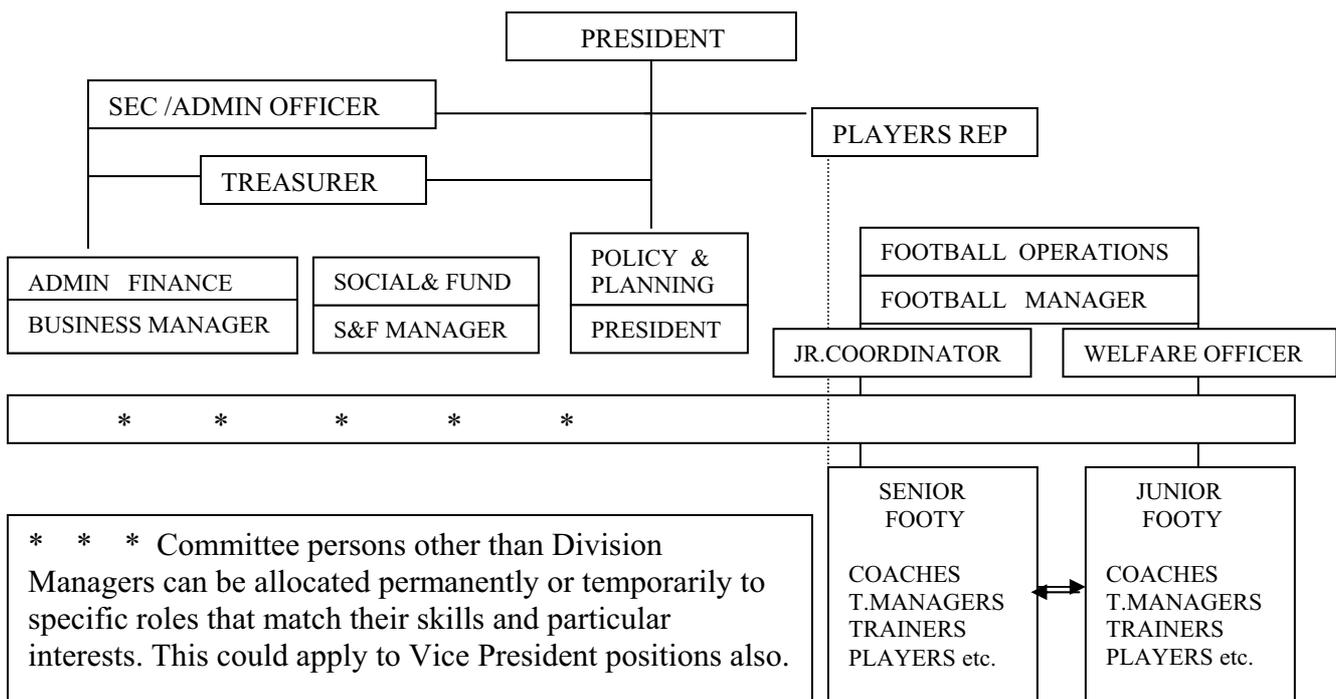
adequate to get by but lacking cohesion and application of sound business principles

"where do we want to be ?"

a professional operation with decisions by consensus; clearly allocated responsibilities and accountability; documented procedures and policies.

Good governance (organisation) is a prerequisite for any successful Club. Committee persons are volunteers who have made a commitment to donate their time and expertise. Any person coerced to this role, against their will is likely to become a passenger that will not contribute, or worse still be a negative influence. Each person on the Committee should have a defined (documented) role that is consistent with their specific interests and skills.

The following structure is proposed.



In a Football Club there are 4 broad activity areas (we will call them Divisions) :

- (i) Football Operations Division, headed by a Football Manager.

This group concerns itself with winning football matches and on field success. The Football Operations Division would have Senior Football and Junior Football sections, and there needs to be strong linkages between the two.

- (ii) Administration Division, headed by a Business Manager

This group concerns itself with the efficient running of the Club and in providing the support and financial resources required by the Football Operations Division to assemble winning teams.

A paid Administration Officer should be in place with dedicated working hours to undertake the routine office functions. The office must be attended at specific times with a suitable diversion or phone message when unattended so that all contacts can be dealt with promptly. This position is currently occupied part time but the club should consider moving toward this being a full time position within a 3 year period.

- (iii) Social and Fund Raising Division, headed by a Social Manager

A well structured social and fund raising program, that caters for all sections of the Club (not just players), is essential to develop and maintain camaraderie. Such a program will also have potential to expand support for the Club by attracting new membership and possibly sponsorship.

- (iii) Policy & Planning Division, headed by the President

The President represents the Club externally; provides strategic direction and coordination; and oversees the routine operational management of the Club

The President would convene Sub Committees or co opt other Committee or Club members for specific tasks as required. In particular it may be necessary for the President to meet with one or more of the Division Managers in between formal Committee meetings.

The President would be ex officio on any Sub Committee or Working Group wishes to be involved in.

The essential elements of this model are:

- activity areas (called Divisions) will be headed by dedicated individuals. (Managers)
- these Managers will have direct responsibility to conduct business in their respective areas with collective accountability to the President and the Committee
- the Managers will provide a short written report to each meeting
- the Managers will have direct access to non assigned Committee members to assist with their responsibilities, but can, and should, coopt non Committee people for specific tasks
- all Managers will carry out their responsibilities in accordance with policies, guidelines or criteria approved by the Committee
- The Football Operations Division will have an allocated budget to carry out its activities. Monthly reports must include financial reporting or it may be withdrawn.

The proposed model will only work provided the right people are in place and they have a clear understanding of what they are required to do. It is not suggested that this is the only workable model, but it is strongly recommended that there be clear separation of the business and football functions, and that there is specific people responsible for these functions.

Documentation that enables the Club to conduct its business in a rational, open, and consistent way needs to be prepared (and adhered to). Some of this documentation exists now (probably needs updating), but is not always used in decision making.

Matters which require such treatment in the form of policy, guidelines or procedural documents could include, but not necessarily be restricted to:

Administrative

- meeting procedures
- committee responsibilities
- petty cash procedures
- financial recording and reporting
- code of conduct
- sponsorship packages, etc.

Football Operations

- coach selection
- coach responsibilities
- recruiting procedures
- player assistance guidelines
- remuneration guidelines (coaches, players and others)

- team management duties
- injury management
- senior player Agreements
- team selection
- etc

Such documentation should be developed by relevant persons; ratified by the Committee; compiled into a manual and used. It sounds like a daunting task but in reality much of it has been done before. It simply needs updating, ratifying and compiling. This documentation should be periodically reviewed (at least every year), or formally modified in real time if circumstances warrant.

Job descriptions have been drafted for each of the key managers and a number of other positions

4. FINANCE.

"where are we now? "	operating in the black with an annual turnover in the order of \$165000
"where do we want to be?"	operating in the black with an annual turnover at least 100% more than this within 5 years

The Club has been fortunate, through the good work of past and present Committee members to have secured a high level of corporate support, and also has been reasonably successful in it's fund raising. However, the economic downturn; lack of on field success; and unfortunate action taken by the NT Government in removing advertising signage from TIO Stadium in 08-09, all conspire to make our current ability to raise funds increasingly difficult.

Most players expect to be paid these days. When competing with other clubs to attract high quality recruits, it is often the best financial "package" that wins the day. Good southern players earn excellent money (4 - 6 times our top payment), and borderline players (in NTFL) can earn 2 or 3 times more. Consequently many players who travel north to play NTFL treat our competition as the 'off season', where football is not necessarily their priority. Even local players who travel south can tend to treat it the same way. Recruiting therefore is expensive, and also risky in regard to the due diligence that needs to be given to securing the right players.

To compete with more successful clubs therefore, we need, among other things to increase our financial capacity and to raise our profile as a club and work harder.

On the positive side our affiliation with the Nightcliff Sports Club (NSC) is a major advantage. The Club recognises this and is committed to a long term association where members support the NSC, and its facilities continue to be used as our social base. In return we hope that the financial support received from the NSC is maintained, and increased over time towards helping the NFC meet the objectives set out in this plan

How players will be reimbursed, sponsorship increased, and funds raised will in part be dealt with in other Sections. It is suffice to say that the NFC needs to increasingly generate more finance. To do this will require:

- improving on field success
- a more professional (and targeted) approach to a broader range of sponsors
- continued fund raising using established and new methods
- ongoing support of the Nightcliff Sports Club

5. SPONSORSHIP.

"where are we now?"

Major sponsors \$65000

Minor sponsors \$20000

Total Sponsorship \$85000

"where do we want to be?"

Significantly higher next season with
100% increase with in five years

The NFC has been reasonably successful in attracting and maintaining loyal sponsors over the years. This is getting harder. Major sponsors promising cash support must see something in return.

At this level the Club can offer:

- advertising space at TIO Stadium
- advertising space at Nightcliff oval, although limited at this time
- advertising on players apparel

At the lower level there is a range of lesser benefits ranging from naming on playing apparel, shirts, entry and entertainment to home games, advertising in newsletters, website etc, and entry to our key functions eg, Trophy Presentation Night.

Some of our sponsors have little interest in football but see a business benefit in the advertising provided. Of the smaller sponsors again many have little interest in football including the direct benefits offered to them. This is no justification to ignore them once their cash is in the bank. We need to keep trying to get all our sponsors truly "involved" in the Club. This of course gains natural impetus once the team starts winning but we still need to have functions/ activities where all sponsors are invited and fussed over.

Our biggest opportunity in attracting new sponsorship will be to concentrate on our local business community. Why wouldn't Nightcliff Plumbing (for example), be expected to support the Nightcliff Football Club. The people who live and work in Nightcliff, Rapid Creek, Coconut Grove, and Millner, are the ones that are most likely to support our Club. Let's go after them in a determined and professional way.

The following is proposed:

Immediately following the season, and hopefully after an early appointment, or reappointment of the senior coach, physically visit every business in our area with an invitation to join the "Tiger Army". We need to:

Adopt a catch phrase "Tigers on the Prowl" – "Pouncing on a premiership" – "Stalking success" or similar

Prepare a simple (but smart looking) pamphlet to leave with each business

Main messages in the pamphlet would be:

- NFC is serious about success
- our aim is a grand final (within 3 years) and at least one premiership (within 5 yrs)
- we want sustained success in the future
- we want you to share this success
- we want NFC to be a Club that the local Community can be proud of
- THIS IS WHAT WE CAN OFFER YOU. Give brief information on the range of sponsorship levels and benefits provided
- tear off slip to return expressing interest

Further action would then include

- immediate follow up where interest is returned and follow up by phone to everybody else at a later date.(say after 1 month)
- formal Sponsorship Agreements should be reintroduced where the sponsor and Club sign off on conditions / benefits.
- attempt to sign up major sponsors for 3 years (or longer) terms.
- prior to the season conduct a membership drive, with display, and attendance of players at Nightcliff Shopping Centre
- copies of "Invitation" brochures , (or similar), to be letter dropped in Nightcliff area (with support of NSC). Junior players should be seconded for this task.
- consider a more substantial season launch (sign on day) at the oval, with promotion and organised family activities.

All sponsorship levels include NSC membership and the NSC should be approached to help with funding and printing of an information pamphlet and marketing brochure to be letter dropped to residents.

The benefits outlined in the invitation brochure should be fairly general and there should always be scope to negotiate around the edges, however there must be a comprehensive and detailed set of guidelines drawn up for the costs and specific benefits of every possible level of sponsorship and membership.

6. FOOTBALL OPERATIONS

"where are we now?"

- longest premierships drought in NTFL history (at senior level), and still languishing near the bottom but with intermittent success in the lower grades.

"where do we want to be?"

- grand finalists within 3 years and at least one premiership within 5 years
- strong junior grades with natural progression of local players to senior ranks
- a successful Club with a winning culture and positioned to have sustained success

The Football Operations Division is the output Division of the Club. At the end of the day only players can do the job on the field, but how players perform is clearly related to the quality of the coaches in control. NFC needs success in terms of a premiership followed by sustained contention at the top of the table. This must be underpinned by a strong and committed base of local players, and cannot be continually reliant on interstate recruits and particularly fly in-fly out players. Consequently the key to meeting the objective of being a grand finalist in 3 years time, with a strong core base of local players, is the development and retention of the junior players already in the Club. At the present time there is an excellent 'crop' of young players gaining experience. These together with others coming through in the next couple of years are the future of the club.

In recent years (and again this season), the Club has placed reliance on southern based fly in / fly out players. Mostly these players have been of high standard and consequently great contributors. However, although it could be argued that the Club has had little choice in doing this, it is not a satisfactory longer term approach. It has many deficiencies:

- very high costs
- uncertainty in week to week availability of players due to family and work commitments
- large changes in team make up each week
- too many players with suspect match fitness

Apart from the high costs involved, with many changes each week it is very difficult to settle the structure of the team and develop teamwork, particularly early in the season.

Whilst there may still be a case for one or two fly in players (perhaps with finals in mind), the immediate phase in of an alternative approach to recruiting, coupled with a more structured approach to the development of our existing junior players, should see an immediate improvement in our results commencing in 10/11.

We believe that high quality southern recruits are available if we search hard enough and early enough for them. We also believe that the only real formula for success is to bring carefully selected players to Darwin for the season. Front end investment in sourcing players by meeting them on their turf, and negotiating arrangements for them to come and

live and work in Darwin for the season, is proposed as a far better solution than the current fly in/ fly out approach. The process of recruiting these players must commence early May/June.

(a) Head Coach

We believe that the Senior Coach (or a designated member of the Senior coaching group), should take responsibility for coordinating coaching activities across all grades and particularly to develop a stronger linkage with the junior grades.

Some principles which need to be adopted are

- coaches of all grades should meet on a regular basis
- specific coaching objectives should be set for each level (for example)
 - U13 major concentration on skills
 - U14 skills and team concepts
 - U16 skills, decision making, fitness
 - U18 decision making, strength and fitness

The above is not meant to be prescriptive and would obviously need to be agreed by the coaches, however it indicates that the emphasis should be on skills development at the lower age groups, with increasing emphasis on team rules, decisions making skills, fitness and body conditioning in the older age groups. Coaches of adjoining grades need to also consult regularly on player promotion/relegation so that players are exposed to the greater pressure of a higher grade at the appropriate time.

- coaches need to identify individual strengths and weaknesses of players and invest part of their time in assisting individuals to overcome their weaknesses
- the Head Coach must keep abreast of contemporary coaching techniques and particularly drills that can enhance specific skills
- the Head Coach should act in an advisory capacity to the junior coaches in this role
- in addition to football development the coaches of all grades must insist on discipline, and adherence of all their players to team rules, and team and club values

The Head Coach (Senior Coach) for 10/11 should be reappointed/appointed ASAP in the new year. Ideally the appointment should be announced within a few weeks of our last game (or earlier). If the Club decides it is in the market for a new coach there is an opportunity for NT Thunder officials to help in every phase ie, scouting, job description, interviewing and selection, and there is also an opportunity to appoint a person that could have a dual part time involvement with Thunder.

By making an early appointment the process of auditing current player lists and determining recruiting priorities can commence immediately.

(b) Timely and Proactive recruiting

The recruiting committee should comprise, the Head Coach, Football Operations Manager and the Aboriginal Liaison person (see 6d)

Once recruiting priorities are determined we should use our interstate and regional contacts to seek intelligence on players that may be of particular interest. If targeting delisted AFL players and players at State league level negotiations may need to be conducted through player agents. This process should commence during April and May. If initial phone contact is promising the Coach and Football Manager should be prepared to travel south to watch potential recruits play if possible, and to establish direct contact with the player, his coach, and where appropriate his family. The objective always would be to evaluate the player and if considered suitable convince him to commit to a full season in Darwin. In this context the officials will need to have very clear guidelines from the club on player profiles, and assistance for travel, accommodation, employment and match payments

(c) Junior development

Junior players will stay with the club if they can see that it is headed for success, and particularly if they are aware that they have quality coaches and support persons that are not only seeking team success, but are investing time and effort into the individual development of players. We believe that developing juniors with the aim for them to become senior players at 17 – 18 years requires a holistic approach to coaching within the club.

(d) Experienced Players.

At the senior level the Club will still need to attract experienced players from outside the Club, particularly for the next 2 – 3 years. With the departure of Bonson and Berto, and the eminent retirements of Campbell, Derksen and Carr there will be a dearth of experienced players in the short term. There are some future leaders in the making, but their allegiance (or otherwise), to Thunder will influence their ongoing contribution to the NFC. We will therefore need to recruit experience particularly in the short term.

We should be constantly scanning the local landscape for potential transfers from other clubs. Otherwise we need to recruit from interstate, or regionally, and preference should always be to bring players to Darwin for the season rather than fly in/out arrangements.

(e) Regional talent.

Another potential source of players is from the towns and communities outside of Darwin. There is a wealth of natural talent throughout the NT, but past experience has shown that the costs and complications involved in attracting and maintaining these players (particularly from the communities), on a weekly travelling basis, can be prohibitive and frustrating. However, it is depressing when we see other teams sign up players that NFC has invested in as juniors. The ideal solution is to convince players of interest to come to live in Darwin, either for schooling or work. If this is not possible the feasibility of committing to weekly travel should be considered but only for players of proven quality and

reliability. It is suggested that supporting travel for regional players should generally only apply at the senior (and possibly U18 level). The Football Operations Division should take a proactive approach to talent identification by attending the Katherine Grand Final, Umpires Carnival and any other opportunities to watch regional players showing their stuff. A specific person should be designated to liaise with aboriginal players and be a member of the recruiting sub committee.

(f) Expanded structure.

The Club should aim for a full complement of teams including U13, U15 and Women. A second U13 team may be a realistic target for next season. This will provide strong numbers at the base level of the Club and avoid the current situation where surplus of players have to rotate, causing problems for coaches and potential dissatisfaction among players and parents. Hopefully the better players will move up to the U14 level and higher age groups.

The gap in succession without an U15 team should be filled when possible. This will reduce the risk of the less advanced players dropping out at an early age and provides a natural succession through to the U16 level.

Whilst some may argue that a women's team is a distraction, and a drain on resources, the Club should look to re-establish itself in this grade. If the girls can be encouraged to become fully involved with the Club, the potential to add value to administration, social and fundraising activities, etc, would outweigh any perceived disadvantages.

Every new player brought to the Club will have family and friends, and the multiplier effect with potential to add value to the Club should not be underestimated.

(g) Specialist coaching

The Head Coach, in consultation with all coaches, should determine coaching objectives in each grade and assist the junior coaches with training drills and techniques to meet these objectives. The Club should always be on the lookout and/or use its contacts to engage high profile AFL players to participate in or take over training sessions on an opportunistic basis. Darwin is regularly visited by current or recently retired stars that are usually very willing to impart knowledge, and would create great interest among the players

(h) Players representative.

Sometimes issues may arise within the senior playing group that need quick and decisive action, but individuals may be reluctant to approach a Committee person or even the Coach direct. A highly respected player should be appointed (by the players themselves), as their spokesperson having direct access to the Football Manager and Committee.

(i) Leadership Group

A leadership group of players should be formed to liaise with the coaching staff and provide input to training programs and team issues. This should ideally be a mix of experienced and younger players, but all need to have the respect of their team mates and the willingness to provide leadership on the field, and input to team decisions and discussions.

(j) Junior incentive scheme

The feasibility of establishing an arrangement with one or more of the AFL Clubs should be explored where by selected juniors from U 16 and U 18 groups (up to 4), have the opportunity to visit these clubs and join in their pre season training for a week. A well prepared approach may convince an AFL (or SANFL) Club to subsidise the costs of this initiative. It would not only be a tremendous incentive for our juniors to be selected, but may also help to attract new players to the club. Any player selected would have to perform against a range of criteria including football skills, performance, training attendance, overall attitude and may be even school work.

(k) Pre Christmas

Anybody that still believes the old adage that the real footy only starts after Christmas is kidding themselves. Clubs are much better prepared these days and to win early games is imperative in developing momentum, growing support, securing sponsorship, raising confidence and of course providing the platform for a successful season in terms of the end result. Running a successful football club requires a 12 month of the year commitment. Having the Head Coach appointed early, auditing playing lists, aggressive recruiting, seeking sponsorship, fundraising etc cannot wait until the season approaches. If NFC adopts this plan these activities must commence immediately the season finishes (or even before in the case of many of the proposed actions).

7 SOCIAL & FUND RAISING

"Where are we at?"

ad hoc social programming
but well established major
fundraisers

"Where do we want to be?"

carefully planned social
program catering for all
sectors of the Club and
increased fundraising
activity

These two activities are linked however not all social activities will have a fundraising objective.

The Club has been reasonably successful in recent years with major fundraisers during the season. The \$10000 lottery and the Grand Final Breakfast are well established and should be continued. There is further potential to continue building the reputation and scale of the Grand Final Breakfast. Smaller efforts such as home game raffles, 100 Clubs, and meat trays should not be underestimated as they can contribute significantly through the course of a season. The feasibility of conducting bingo has been considered in the past and is worth looking at again, particularly as an off season fundraiser that attracts a separate market. This could be looked at as a joint effort with another affiliate, or the NSC itself.

On the other hand the Club needs to take a new approach to its social activities. A balanced off field program is essential to develop team camaraderie, but also needs to be broader in focus to include all sectors of the Club including players wives and partners, supporters and sponsors. The following approach is recommended.

- A Social/Fundraising Manager should convene a Social Sub Committee well before the commencement of each season. This group can draw on other Committee persons but should also include player and female representatives.
- on release of the draw map out a tentative program which fits in with the match schedule and locks in non negotiable events such as Presentation Night, Grand Final Breakfast, Raffle Draw etc.
- consult, (via a questionnaire) with the players to determine the type of social functions they would prefer to have.
- with this feedback confirm a program well in advance and get the players themselves involved on organising relevant activities
- the facilities available within the Sports Club must be used on every possible occasion.
- approach the Net Ball Club with a view to having Net Ball girls participate in social and possibly other football club activities
- reconsider the possibility of conducting bingo sessions as a fundraiser

8. COMMUNITY

"where are we now?"

"where do we want to be?"

barely recognised and with little support within our local community

a source of community pride with well established links to business, residents and institutions in our local area

As previously stated the NFC needs to lift its profile to seek a higher level of support and recognition within the local community. This should be targeted as follows:

Local Business

Already discussed in Section 5 with specific recommendations to seek additional support

Local Residents

An analysis would show that the level of ordinary membership (supporters) is very low. The pamphlet it is proposed to use as an invitation to sponsors (or a modified version of it), should be used to letter drop in the local area. Again the essential message would be along the lines that "the Tigers are on the prowl and serious about success and we want you to take the journey with us". Perhaps a promotion could be considered whereby the first 20 new members to sign up will receive free entry to the first 2 home games. As NFC membership incorporates NSC membership perhaps a local membership drive could be undertaken as a joint initiative.

Schools

The following schools exist in what could be considered "our" community.

Nightcliff Middle School
Nightcliff Primary School
Rapid Creek Primary School
Milner Primary School
Essington School
Greek Orthodox School
St Pauls Primary School

We also have established ties with Marrara Christian School and Kormilda College. We should be very conscious of the potential to promote ourselves to these schools and recruit directly from them. Each school should be visited prior to commencement of training and clinics offered

The formation of Middle Schools resulting in years 11 and 12 being no longer available at Nightcliff, and students continuing at either Casuarina or Darwin, has increased the risk of junior players wanting to transfer to other clubs. We need therefore to guard against this by:

- ensuring we have top quality coaches in place that will encourage players in wanting to stay
- resist any transfer requests by juniors (we have been too ready to concede in the past)
- try to establish links with both Casuarina and Darwin Secondary Schools

TEAFA

TEAFA seems to be gaining strength whilst at the same time there are discussions underway to bring both competitions together under one administration. It seems ludicrous that some TEAFA clubs have a large surplus of players whilst NTFL reserve grade sides struggle to field a team and often forfeit near the end of the season.

It is probable at some time in the next few years there will be a merge of the two bodies and one or more of the TEAFA Clubs will be admitted to the NTFL competition. With this in mind it may be sensible to take early steps to establish a strategic alliance with one of the

TEAFA clubs. The most logical partner for us would be University, and the potential advantages could be

- extended access to players
- joint fundraising and social function opportunities
- player development (interchange at training sessions)
- possible additional membership
- increased patronage of the NSC
- source of players for womens team

It is suggested that an approach be made to the University Club to ascertain the potential for closer ties with the Nightcliff Football Club.

Community Notice Board

A community notice board at the corner of Camphor and Oleander Streets has been considered in past years to give us a means of advertising our activities. This may no longer be feasible in the form originally envisaged but there may be an opportunity to incorporate some sort of signage as part of the new NSC development to advertise Football Club, NSC and other affiliates activities.

9 RESULTS

NFC last played in the A grade finals in season 05/06 and has won 5, 7 and 5 games in successive seasons since then. A familiar pattern in these years has been a slow start and reasonable form in the last half of the season. This season promises to be little different with only one win (in 10 games) at the present time.

The goal set in this plan is to play in a grand final within 3 years; to win at least one premiership within 5 years; and to maintain sustained success beyond then.

The nature of Darwin football with the high number of transient players, and now the as yet uncertain impact of NT Thunder on local Clubs, means there can be wide fluctuations in team performance from one year to the next. There are examples of teams going from last to first in one year, and visa versa.

This plan if implemented, is not about a one year fix but a steady rise to be in premiership contention in 3 years time. If it happens sooner so much the better, but the underlying intent is to build a strong core of committed and well prepared local players based primarily on junior development within the Club.

Realistic expectations then for the immediate years ahead are:

- | | |
|-------|--|
| 10/11 | play finals football |
| 11/12 | play finals football |
| 12/13 | play in grand final and be in premiership contention every year from this time on. |

10 NEXT STEPS

This document will only become a powerful tool once it is endorsed by Committee and everybody is committed to using it to guide the Club forward and 'claw back'.

A process therefore needs to be agreed to finalise its contents and then put it to use. The steps proposed are as follows:

- Committee to examine the draft and attend a workshop meeting with the authors to incorporate feedback
- If particular issues require more discussion "focus groups" be formed to evaluate further
- Finalise the document and ratify by Committee
- Prepare submissions to the NSC for funding with "Climbing Back" as a supporting document
- Identify specific actions timelines and responsibilities against each of the finally approved recommendations.
- Identify those actions that can commence immediately and appoint person/s responsible. eg policy and guidelines documentation, invitation to sponsors, etc

11 MAJOR RECOMENDATIONS

Governance

- G1 Revise Mission Statement to incorporate an element of team success.
- G2 Adopt the organisation structure proposed and prepare job descriptions for key positions
- G3 Prepare, or update, relevant policy, guidelines and procedures documents, commencing immediately
- G4 Ensure the website is always up to date and is informative in regard to prospective new players and members

Finance

- F1 Set annual \$ targets for sponsorship, fundraising and membership
- F2 Prepare income and expenditure budgets and report monthly against them
- F3 Allocate a budget for the Football Operations Division in 2010/11

Sponsorship

- S1 Make greater efforts to engage all sponsors in Club activities
- S2 Launch sponsorship drive targeted at our local business community
- S3 Adopt a "catch phrase" to be used in our approach to sponsors and other marketing
- S4 Document the costs and benefits available for every sponsorship opportunity and membership
- S5 Reintroduce formal written Agreements with major sponsors and seek 3 year terms
- S6 Entertain sponsors at TIO Stadium Corporate Box at least once a year. Preferably an AFL match (all invited).
- S7 Consider making up a portable banner for advertising our major Sponsor/s and a portable roll up banner for the NFC

Football Operations

- FB1 Appoint/announce next seasons Head Coach a.s.a.p say by 30th April (or sooner)
- FB2 Take a holistic approach to coaching where the Head Coach's role oversees all grades.
- FB3 All coaches meet on a regular basis
- FB4 Specific coaching objectives should be set for each grade
- FB5 Take a more timely and aggressive approach to recruiting, locally, regionally, and interstate with the Head Coach and Football Manager being prepared to travel to assess and interview prospects first hand
- FB6 Provide the recruiting sub committee with clear guidance on its expectation of players, and the assistance it will offer to them
- FB 7 Consideration be given to fielding a second U13 team, an U15 team, and a womens team in the medium term.
- FB8 More attention be given to auditing the strength and weaknesses of individual players (at least from U16 level and higher) and committing some training time to improving weak areas.
- FB9 Constantly scan for persons that can offer specialist coaching opportunities, particularly high profile AFL players when visiting Darwin. Other specialist help is readily available through the NTIS and NT Thunder.
- FB10 Appoint a players representative who will have direct access to the Football Manager and Committee
- FB 11 Approach an AFL Club with a view to organising a pre season training visit for junior players.
- FB 12 Undertake a player interview /audit process and commence an aggressive recruiting process immediately after the end of the current season.

Social and Fundraising.

- SF1 Appoint a Social Sub Committee well prior to start of season.
- SF2 Seek feedback from players on social activities and involve them in organising functions.
- SF3 Prepare a social program which caters not only for players but their partners, sponsors, and supporters, ie, all sectors of the Club.
- SF4 Continue to support the Nightcliff Sports Club in every possible way.
- SF5 Seek to involve other affiliates, but particularly the Net Ball Club in social activities

Community.

- C1 Undertake residential letter drop in our local area.
- C2 Plan visits and offer clinics in all local schools as well as Darwin High, Casuarina Secondary College, Marrara Christian School, and Kormilda College.
- C3 Approach University Football Club to ascertain potential for an interclub alliance.
- C4 Approach NSC re the feasibility of establishing an external Community notice board as part of the new development

Facilities

- FA 1 Appoint a sub committee to:
 - Monitor the program for further NSC development and protect the Clubs Interest
 - Liaise with Darwin City council in regard to up grades of Nightcliff Oval
 - Consider feasibility of the NFC investing in property to provide player accommodation (possibly with one or more partners (NFC, Cricket Club)?