



ELLERSLIE AFC OPERATIONAL PLAN (Game Development and Football Success)

Ellerslie AFC has a reputation throughout the Auckland football community as a family-friendly club that provides an enjoyable and rewarding football experience for juniors and seniors alike. Ellerslie AFC have recently completed work on a draft Strategic Plan 2016-2020 that documents the strategic direction of the Club across a number of key areas. The Strategic Plan will provide the direction and focus for the organisation to deliver football to the local community.

The plan includes the following Objectives with respect to Game Development and Football Success:

- Provide a seamless development pathway for all club personnel to excel;
- Provide opportunities for all players whether social or competitive; and
- High quality football competitive playing opportunities and structures.

This operational plan identifies the key areas within the Game Development and Football Success section that the Club will focus on over the next period of 8 months through to the commencement of the 2018 season. This operational plan is a working document for the Executive Committee and subcommittees and will be used to inform the Club's members of the Club's priorities throughout this period. The operational plan will be reviewed at a minimum every 12 months.

As at June 2017, Ellerslie AFC comprised of the following:

- Junior teams – 83 teams (5th – 12th grade)
 - 31 boys teams (9th -12th grade)
 - 8 all girls teams (9th – 12th grade)
- Youth teams – 18 teams (13th to 17th grade)
 - 12 boys teams
 - 6 all girls teams
- Senior teams - 22 teams
 - 17 men's teams including the NRFL Division 1 Men's 1st team
 - 5 women's teams including the NRFL Conference Women's 1st team

Ellerslie AFC's total membership is 2740 comprised of 1504 players, 48 administrators and 1188 parents and guardians. The Club is in a growth phase and this is expected to continue in the foreseeable future. The Club is currently working to ensure that it provides its members sufficient quality facilities and services to manage this growth and continue to provide everyone an enjoyable experience.

**Mission:**

To promote opportunities for involvement in football, both on and off the pitch, for the benefit of the community.

Vision:

To create a sustainable footballing environment within which our community can participate, succeed and support.

Values:

Positivity — Providing a positive and enjoyable environment on and off pitch

Respect & Integrity — Throughout the club, on and off the pitch

Excellence — Encourage all participants to be the best they can be

Innovative—Forward thinking and progressive

Unifying—Providing collaborative opportunities to our community

A review of the Game Development and Football Success section of the Strategic Plan was done in June 2017 resulting in an update of the Strategies and Tactics that underpin the Objectives. There are now eight strategies in this section of the plan:

- Provide a seamless development pathway for all club personnel to excel;
 - Coach development
 - Player development
 - Referee development
- Provide opportunities for all players whether social or competitive; and
 - Develop partnerships
 - Create footballing opportunities
 - Girls and Women's football development
- High quality football competitive playing opportunities and structures.
 - Premier teams' success
 - Opportunities for talented players

After reviewing the current situation and the available resource within the club it was decided that the priority for the next 8 – 10 months would be in the following areas:

- Coach development
- Player development
- Girls and Women's football development

The following sections of the operational plan detail the Strategic Targets and Initial Tasks that will be undertaken to progress the plan and achieve the objectives within the Strategic Plan.



Coach Development

(To develop a coaching framework that will recruit, retain, develop and reward coaches)

Ellerslie AFC firmly believes that the development of coaches is essential to the improvement in the development of our players and to the future success of all teams throughout the club. The long term objective is to identify and develop enough qualified coaches to cover the Club's entire coaching requirements. This will ensure the Club is seen as an organisation delivering a quality experience and will assist with player retention.

The Club is committed to implementing an environment where coaches are provided the tools they require to improve, have the opportunity to develop and feel supported by the Club.

Currently the Club has 7 coaches that hold NZ Football coaching qualifications ranging from Youth Level 3 to AFC B License. There are a number of other coaches that have commenced the process of gaining Junior and Youth level qualifications.

Strategic Targets	Operational Targets
By the start of 2020 there will be an increase of 200% in the number of coaches holding a NZ Football coaching qualification	By the start of 2018 there will be an increase of four in the number of coaches holding a NZ Football coaching qualification
By the start of 2020 all coaches of Metro teams will hold the NZ Football Youth Level 3 qualification or higher and all coaches of Conference teams will hold the NZ Football Youth Level 2 qualification or higher	By the start of 2018 four coaches of Metro teams will hold the NZ Football Youth Level 3 qualification or higher
By the start of 2020 all coaches will be provided a full season of age-appropriate coaching material relevant to their grade	By the start of 2018 all coaches of 5th to 8th grades will be provided a full season of age-appropriate coaching material relevant to their grade

This will be achieved by:

- Designing and implementing a Coach Development Programme that will identify coaches and prepare them for their next level of coaching qualification
Responsibility: Technical Director, Junior Director of Football
- Working with Auckland Football Federation (AFF) and NZ Football to enrol coaches in the appropriate courses
Responsibility: Technical Director
- Reviewing the Clubs coaching structures and adapting if necessary
Responsibility: Technical Director, Junior Director of Football
- Researching and agreeing coaching material and designing age grade coaching material
Responsibility: Technical Director, Junior Director of Football



Player Development

(To develop and communicate pathways that allow all players to progress as far as possible)

Ellerslie AFC is one of the largest clubs by player membership in AFF. The Club has xxx teams that play at all levels within both in-house and AFF competition structures from the 5th grade through to the senior teams. The Clubs premier men's team currently plays in the NRFL Division 1 competition with the Clubs premier women's team in the AFF/NFF Conference competition.

It is a key strategy of the Club that all players are communicated and understand the playing pathways from their first involvement through to the time they decide to leave the Club. The club aims to provide all players with the level of coaching, training and appropriate competition level that allows them to progress as far as they are able.

The Club is committed to developing its programs to align and support NZ Football's Long Term Player Development (LTPD) framework.

Strategic Targets	Operational Targets
By the start of 2020, 90% of the Men's and Women's 1 st Team squads will have played for the club for 4 years or more	By the start of 2018 to have established a succession plan for the identification and development of future Men's and Women's 1 st Team players
By the start of 2020 the club will have girls and boys Metro and Conference teams in the 13 th & 14 th grades and by 2023 will have Metro and Conference teams in all grades	By the start of 2018 to have established a specific training programme for the 2019 13 th grade girls and boys players
By the start of 2020 achieve an 85% satisfaction rating among registered players regarding the experience provided to the player by the Club	Create a benchmark satisfaction rating among registered players within the Club

This will be achieved by:

- Undertaking a review of player pathways to ensure that all players are catered for
Responsibility: Technical Director, Junior Director of Football
- Review the role of the Academy in the player pathway and implementing changes
Responsibility: Technical Director, Junior Director of Football
- Develop and implement age-appropriate coaching and training syllabus
Responsibility: Technical Director
- Implement a player and parent feedback process
Responsibility: Junior Director of Football



Girls and Women's Development

(To continue to enhance the development of the Girls and Women's section of the club)

Ellerslie AFC is seen as having one of the best programmes for girls and women's football within AFF. The Club has done a very good job in attracting and retaining female players in recent years and is focused on maintaining the growth in this area of the Club.

Implementing girls' only teams and attracting young female players to coach junior female teams are two examples of the types of initiatives that have worked well for the Club. Currently female players account for approximately 20% of the Clubs membership and this presents good opportunities for growth.

While girls and women's football is not seen as a separate entity and is managed along with the rest of the Clubs programmes it is important to keep a focus on this area to ensure that the Club caters for the special requirements for female players.

Strategic Targets	Operational Targets
By the start of 2020 increase the number of female players in the club by 10%	By the start of 2018 increase the number of female players in the club by 5%
By the start of 2020 achieve an 85% satisfaction rating among registered girls and women players regarding the experience provided to female members of the Club	Create a benchmark satisfaction rating among registered female players within the Club

This will be achieved by:

- Reviewing the junior and youth programmes for girls to ensure they remain 'fit for purpose'
Responsibility: Junior Director of Football
- Identify and recruit female coaches into the Coach Development Programme
Responsibility: Technical Director
- Design and implement initiatives specifically to encourage participation and development of female players
Responsibility: Technical Director, Women's Director of Football

Signed:

Fred de Jong
Technical Director