

YAMBA COMBINED SPORTS INCORPORATED

STRATEGIC PLAN 2025–2030



YAMBA

COMBINED SPORTS INC.

Date Approved: 16/12/2025

Contact: Andrew Ford
Email: yambacombinedsports@gmail.com

Yamba Combine Sports Incorporated Strategic Plan

Signature Page

The Strategic plan has been developed, agreed to and signed off by the following stakeholders of the Yamba Combined Sports Incorporated.

Executive Committee Members	Position	Signature
1. Andrew Ford	President	
2. Scott Johnson	Vice President (Community Relations)	
3. Heather Morris	Vice President (Program Development)	
4. Ross McCann	Vice President (Strategy & Compliance)	
5. Mark Strambi	Secretary	
6. Anton Sluyters	Treasurer	

Date: 16/12/2025

Acknowledgement of Country

We acknowledge the traditional custodians of the land, the Yaegl people, on which we train, play, and connect through sport. We pay our respects to Elders past, present, and emerging.

Yamba Combine Sports Incorporated Strategic Plan

Executive Summary

Yamba Combined Sports Incorporated (YCSI) has been established to lead and coordinate the long-term development of the Ngayundi Yamba Sports Complex and strengthen community sport across the Lower Clarence region.

This Strategic Plan sets out our priorities for the next five years, aligning the work of our Executive Committee with the \$25–30 million Yamba Sports Complex Redevelopment Program (2025–2032).

Our role is to provide strong governance, represent the interests of all member clubs, and drive the planning, funding, and delivery of a modern, future-ready multi-sport precinct. The committee structure and position responsibilities outlined in the YCSI Position Descriptions ensure clear leadership across governance, project development, community engagement, finance, communication, and digital infrastructure.

The redevelopment program is a once-in-a-generation investment. It includes staged feasibility work, business case development, community engagement, design, grant funding, approvals, and construction across a structured seven-phase timeline. YCSI is responsible for aligning clubs, Council, funding bodies, and community stakeholders to ensure this project is delivered collaboratively and transparently.

Over the next five years, our strategic focus will be on:

- **Governance & Compliance** – building strong systems, meeting all statutory obligations, and ensuring transparent decision-making.
- **Community Partnerships & Engagement** – deepening relationships with Council, sporting bodies, local businesses, schools, and community groups.
- **Project Leadership & Redevelopment Delivery** – coordinating feasibility, design, funding applications, and stakeholder alignment for the redevelopment program.
- **Communication & Media** – establishing effective public communication through a dedicated website, social media presence, and consistent project updates.
- **Financial Sustainability** – maintaining strong financial systems, pursuing grant funding, and supporting the long-term viability of all affiliated clubs.

YCSI's strength lies in its unified structure, its diverse committee leadership, and its long-term vision for sporting infrastructure in the region. This Strategic Plan provides a clear, actionable roadmap to guide our operations, support our partners, and deliver a world-class community sporting precinct for Yamba, one that will serve residents, families, and athletes for decades to come.

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Major Assumptions

The successful delivery of this Strategic Plan relies on the following key assumptions. These assumptions underpin the timelines, responsibilities, and actions outlined throughout the plan and reflect the realities of delivering a staged, multi-million-dollar infrastructure program over several years.

They are drawn from the Redevelopment Program and YCSI's governance structure.

1. Governance & Organisational Stability

- YCSI will retain an active and committed Executive Committee throughout the duration of the redevelopment program.
- Sub-committees will remain functional and supported by member clubs.
- The Incorporated Association structure will remain stable, with all statutory obligations being met.

2. Council Collaboration

- Clarence Valley Council will continue to support the redevelopment through planning, approvals, and potential co-funding.
- Council will maintain the 2021 Plan of Management as the guiding land-use framework unless formally updated.
- Council will provide a dedicated project champion or liaison officer as anticipated in the feasibility phase.

3. Club Participation

- All member clubs will remain active participants in YCSI, pay membership fees, and contribute to consultation processes.
- Clubs will support unified advocacy for funding and in-principle agreement to shared facilities.

4. Funding Environment

- State and Federal grant programs (e.g., RSIF, SCCF, Sport Australia) will remain available and aligned with the project's scope and timing.
- YCSI will secure early-stage feasibility funding between 2026–2027 as outlined in the redevelopment timeline.
- Cost escalation, inflation, or funding delays will remain manageable within the two-year float included in the redevelopment program.

5. Stakeholder & Community Support

- Community sentiment will remain broadly supportive of upgrading the Yamba Sports Complex.
- Key sporting codes (AFL, NRL, Cricket, Netball, etc.) will continue to advocate jointly for the precinct.
- Stakeholder workshops will maintain or grow community alignment around shared infrastructure.

6. Approvals & Technical Studies

- Environmental, drainage, flood, and heritage studies will not identify prohibitive constraints.
- DA or REF processes will be completed within the typical 9–12 month timeframe noted in the redevelopment program.
- Planning frameworks will remain consistent with current zoning and land use controls.

7. Capacity to Deliver

- Professional services (architects, engineers, planners, consultants) will be available and capable of delivering within the required phases.
- Volunteer capacity within YCSI will remain sufficient to support governance, communication, and reporting demands.
- Construction markets will remain stable enough to allow procurement, value engineering, and staging as outlined.

Critical Success Factors and Key Issues

The delivery of the YCSI Strategic Plan and the successful completion of the Yamba Sports Complex Redevelopment Program depend on several critical factors. These elements will strongly influence the speed, quality, and sustainability of outcomes. Alongside these success factors, YCSI must remain aware of key issues that could impact progress if not proactively managed.

The following summary draws on the redevelopment timeline and the organisational responsibilities outlined in the YCSI Position Descriptions.

Critical Success Factors

1. Strong and Consistent Governance

- A stable Executive Committee with clear delegation and accountability.
- Efficient sub-committee operation and reliable reporting structures.
- Transparent decision-making, supported by accurate minutes, documentation, and record keeping.

2. Unified Support from Member Clubs

- Ongoing commitment from all affiliated clubs, including attendance, feedback, and participation in consultation.
- A shared vision for multi-use, shared facilities without competition for resources.

3. Effective Partnership with Clarence Valley Council

- Early and ongoing collaboration, including review and alignment with the 2021 Plan of Management.
- Council endorsement of key documents such as the feasibility study, business case, and masterplan.
- Clear communication channels with Council's project champion or nominated officers.

4. Successful Grant Funding and Financial Management

- High-quality business cases, feasibility documents, and grant applications submitted on time.
- Strong financial reporting, transparency, and compliance overseen by the Treasurer.
- Active pursuit of co-funding opportunities with government and national sporting bodies.

5. Quality Feasibility and Technical Studies

- Early commissioning of environmental, flood, drainage, and heritage investigations.
- Integration of technical findings into concept design, staging, and risk management.

6. Community Support and Engagement

- Ongoing outreach through community workshops, forums, newsletters, media releases, and social media.
- A strong public narrative demonstrating benefits for youth, families, clubs, and the broader region.

7. Robust Communication and Public Visibility

- Up-to-date website, consistent media messaging, and regular milestone updates.
- Coordination between Communications & Media, the Website Manager, and Executive Committee.

8. Capacity to Deliver

- Access to experienced consultants and professionals throughout feasibility, design, and delivery.
- Adequate volunteer capacity within YCSI to meet administrative, governance, and communication demands.

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Key Issues to Be Managed

1. Funding Uncertainty and Competition

- Major capital grants are highly competitive; timing mismatches could affect momentum.
- Reliance on State and Federal cycles may require strategic flexibility.

2. Volunteer Fatigue

- Large-scale projects place significant demands on volunteer committee members.
- Ensuring workload sharing and role clarity is critical to prevent burnout.

3. Planning and Environmental Constraints

- Drainage, flooding, heritage overlays, and environmental considerations could impact cost, staging, or approvals.
- Delays in DA or REF approvals (typically 9–12 months) may affect timelines.

4. Cost Escalation and Market Conditions

- Rising construction costs, material availability, and supply-chain issues may challenge budgets.
- Value engineering and staged procurement will be essential to keep the project viable.

5. Club or Community Misalignment

- Differing priorities among sporting codes can risk fragmentation.
- Transparent communication and consistent engagement are required to maintain unity.

6. Stakeholder Changeover

- Changes in Council representatives, government departments, or club leadership may disrupt continuity.
- Documented processes and strong relationship management will help mitigate this risk.

7. Reputational Risk

- Inconsistent communication, project delays, or misinformation could undermine public confidence.
- A proactive communications and media strategy is essential.

8. Long Program Duration

- The redevelopment program spans seven years plus a two-year float (2025–2034).
- Sustained momentum, regular progress updates, and long-term leadership continuity are critical.

Organisation History

Yamba Combined Sports Incorporated (YCSI) was established in 2025 to provide a unified governance body for all sporting clubs that use the Yamba Sports Complex. Prior to incorporation, clubs engaged with Council individually, resulting in fragmented communication, inconsistent advocacy, and limited coordination for long-term infrastructure planning.

YCSI was formally registered as an incorporated association on 21 October 2025 under the Associations Incorporation Act 2009 (NSW). NSW Fair Trading issued the Certificate of Incorporation on the same date, with Registration Number INC2501303. This formal recognition created the legal foundation required for a shared governance model, strengthening the organisation's ability to represent member clubs and lead long-term strategic planning.

With a shared commitment to the proposed \$25–30 million Yamba Sports Complex Redevelopment Program (2025–2032), it became clear that a unified and formal governance structure was essential to drive planning, strengthen funding applications, and coordinate engagement with Clarence Valley Council and State and Federal agencies.

Beginning in early 2025, representatives from multiple sporting codes held regular meetings to discuss facility needs, precinct priorities, and the opportunity for a centralised approach to planning. Over several months, the group developed a draft constitution, agreed on a governance model, and prepared the groundwork for incorporation, including the development of position descriptions that clarified leadership roles and portfolio responsibilities.

Today, YCSI serves as the central coordinating body for community sport in Yamba, managing communication with member clubs, Council, government agencies, funding bodies, and the broader community. The establishment of the Incorporated Association marks the first time Yamba's sporting clubs have operated under a unified long-term structure to plan, advocate for, and deliver a shared future sporting precinct.

Vision of the Organisation

Yamba Combined Sports Incorporated envisions a connected, future-ready sporting community supported by a modern, inclusive and high-quality multi-sport precinct at the Yamba Sports Complex.

We aim to unite all local sporting clubs under a collaborative governance structure, strengthen our partnerships with Council and government agencies, and lead the planning, funding, and delivery of the long-term redevelopment program.

Through strong leadership, transparent communication, and a shared commitment to community sport, YCSI seeks to create a vibrant, sustainable and accessible sporting hub that supports participation, growth, and community pride for generations to come.

Our Purpose

Yamba Combined Sports Incorporated exists to unite all sporting clubs within the Yamba region under one collaborative structure that strengthens community sport, drives major facility development, and ensures sustainable governance for the long-term activation of the Yamba Sports Complex.

Our Vision

A connected, future-ready, multi-sport community hub at the Yamba Sports Complex — designed, funded, and delivered through strong partnerships, high-quality governance, and inclusive community engagement. This includes the successful completion of the \$25–30M Yamba Sports Complex Redevelopment Program, delivered across a clear multi-year staging plan.

Our Strategic Priorities (5 Year Focus)

These priorities have been shaped by the **Redevelopment Program phases** and the **executive role responsibilities**.

1. Strong Governance & Compliance

- Fully implement the Incorporated Association structure.
- Maintain transparent governance and strong reporting systems.
- Ensure all compliance requirements for Fair Trading NSW, grants, and partnerships are met.
- Build simple, effective policies (finance, conduct, conflicts, delegations).

2. Community Partnerships & Stakeholder Engagement

- Strengthen relationships with Clarence Valley Council, local clubs, schools, businesses, and funding agencies.
- Build a recognised, positive public identity for YCSI.
- Establish sponsorship programs and in-kind partnerships coordinated by the Community Relations portfolio.

3. Project Leadership & Infrastructure Development

- Deliver the Yamba Sports Complex Redevelopment Program through coordinated leadership.
- Oversee feasibility, business case development, design, and approvals.
- Maintain strong communication with consultants, funding bodies, and Council.

4. Communication, Transparency & Public Engagement

- Establish and maintain a dedicated website and communication channels.
- Provide consistent updates to clubs, partners, and the broader community.
- Use social media, media releases, and newsletters to promote milestones and achievements.

5. Financial Sustainability & Funding Success

- Build strong financial systems and transparent reporting.
- Secure ongoing grant funding for redevelopment and community projects.
- Manage club membership fees, partnership income, sponsorship arrangements, and project budgets responsibly.

Strategic Actions by Phase

These actions mirror the 7-phase redevelopment program timeline.

Phase 1 – Foundations & Governance (2025–2026)

Goal: Establish a strong organisational and governance base.

Key Actions

- Register Incorporated Association and adopt Constitution.
- Approve and publish final Position Descriptions.
- Elect the Executive Committee and confirm portfolios.
- Establish sub-committees: Governance, Finance, Infrastructure, Program Development, Community Engagement.
- Launch YCSI website, domain, and communication channels.
- Review Clarence Valley Council's 2021 Plan of Management.
- Draft and endorse this 5-Year Strategic Plan (finalised post-feasibility).

Phase 2 – Early Engagement & Feasibility Preparation (2026)

Goal: Build relationships, gather data, and position the project for early funding wins.

Key Actions

- Initiate drainage, flood, heritage, and environmental baseline studies.
- Secure Council support and identify a project champion.
- Engage with NSW Office of Sport, Sport Australia, Infrastructure NSW.
- Identify and apply for feasibility/start-up grants.
- Conduct stakeholder workshops with clubs and community groups.

Phase 3 – Feasibility & Business Case Development (2026–2027)

Goal: Produce a high-quality masterplan, feasibility study, and business case.

Key Actions

- Commission feasibility and business case documentation.
- Prepare masterplan and infrastructure staging strategy.
- Present outcomes to Council and funding bodies for endorsement.
- Update and refine the Strategic Plan in line with feasibility findings.

Phase 4 – Funding & Approvals (2027–2028)

Goal: Secure major state and federal grant commitments.

Key Actions

- Submit major grant applications (RSIF, SCCF, Federal Infrastructure Funds).
- Secure co-funding from Council and national sporting bodies (AFL, NRL, Cricket, Netball).
- Coordinate political site visits and advocacy strategy.
- Prepare and lodge DA or REF (9–12 month timeframe).

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Phase 5 — Detailed Design & Procurement (2028–2030)

Goal: Deliver final design, procurement, and tender-ready documentation.

Key Actions

- Engage architects, engineers, and project managers.
- Undertake value engineering to meet budget targets.
- Issue tenders for construction and manage procurement.
- Conduct public exhibition of the draft masterplan.

Phase 6 — Construction & Delivery (2030–2032)

Goal: Deliver staged construction with minimal disruption.

Key Actions

- Stage 1 enabling works (drainage, lighting, amenities upgrade).
- Stage 2 major facilities (fields, courts, Raymond Laurie Centre expansion, pool upgrades).
- Maintain community access and deliver regular public updates.

Phase 7 — Commissioning & Operations (2032+)

Goal: Activate the precinct and establish long-term operations.

Key Actions

- Practical completion, handover, and defect liability period.
- Launch event and community activation strategy.
- Establish long-term management agreements with Council and clubs.
- Implement 5-year review cycle for maintenance and strategic updates.

Key Roles and Portfolio Alignment

President – Andrew Ford

Leads governance, strategic oversight, and external representation.

Vice President Community Relations – Scott Johnson

Leads partnerships, sponsorship, community engagement, and public-facing advocacy.

Vice President Program Development – Heather Morris

Coordinates the redevelopment program, feasibility, design, grants, and project communication.

Vice President Strategy & Compliance – Ross McCann

Ensures compliance, governance processes, data systems, risk management, and strategic planning oversight.

Treasurer – Anton Sluyters

Manages finance, budgets, grants acquittals, and financial compliance.

Secretary – Mark Strambi

Manages administration, minutes, records, compliance documentation, and internal communication.

Communications & Media Manager

Will manage media, communications strategy, social content, and public relations.

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Key Metric for Success

Governance

- Constitution adopted and reviewed annually.
- Sub-committees active and reporting quarterly.

Funding & Grants

- Minimum 3 successful grant applications per year (small or major).
- Business case endorsed by Council and funding bodies.

Community & Stakeholder Engagement

- Quarterly stakeholder briefings.
- Annual Community Sports Forum.
- Active partnerships with 5+ local organisations.

Communication

- Website updated monthly.
- Minimum 2 public updates per month (media or social).
- Positive media coverage across key project milestones.

Project Delivery

- Redevelopment milestones met within float allowances.
- Feasibility completed by Nov 2027.
- Major funding secured by end of 2028.

Risk Management

Risks from the redevelopment program inform YCSI's ongoing strategy.

Risk	Mitigation
Funding delays	Early feasibility + proactive engagement with funding bodies
Club disengagement	Regular updates, clear wins, transparent processes
DA/approval delays	Early studies + close Council engagement
Cost escalation	Staged procurement + QS review + value engineering
Weather impacts	Early drainage and enabling works
Community conflict	Transparent prioritisation + public masterplan

Implementation & Review

- The Strategic Plan will be reviewed annually at the AGM.
- A mid-cycle review will occur after the Feasibility & Business Case phase (2027).
- A full 5-year review will occur in 2030, aligning with commencement of major construction.