

2020-2025 STRATEGIC PLAN



OUR PURPOSE:

A community football club where people of all ages participate, have fun, and aspire to succeed to the best of their ability

OUR VISION:

A football club representing the cultural diversity of the Papakura community; a growing and loyal membership; pathways from juniors through to senior leagues

OUR VALUES:

- Welcoming and Family friendly
- Inclusive, Supportive and Respectful
- Loyalty and Pride – the club, the uniform, self
- Fun, playful and engaging

CRITICAL CHALLENGES FACING THE CLUB:

1. Attracting and retaining loyal members across all age groups
2. A membership that reflects the cultural diversity of the Papakura community
3. Volunteers feeling valued (clarity of roles)
4. Resources (\$ and people) to grow the club beyond its current role
5. Quality coaches, referees and line markers through all grades
6. Gaps in the club pathway from juniors to seniors (making the club an easy target for poaching)
7. Creating a 'one club' culture – finding the glue that unites the club
8. Maintaining quality assets in a high operating cost environment
9. Low brand recognition within a low visibility park environment

STRATEGIC OUTCOME	WHAT IMPACT DO WE WANT	WHAT DO WE WANT TO ACHIEVE BY 2025
Maintaining and growing our Membership	<ul style="list-style-type: none"> • The DOF's focus is on club, coach, player and referee development (not coaching teams) • Holiday programmes participants reflect the diverse local community • Papakura schools are strongly linked to the club and providing a pipeline of members • A pool of qualified coaches and referees are contributing to growth of the club • Skill centres identify and develop players on a pathway through the grades • The club is providing a pathway from juniors through to senior leagues • Summer football is growing • Grade Convenors' roles are supporting teams and coaches to develop • A Futsal programme is accessible to Papakura residents • Kura Connect is providing cross-fertilisation opportunities to grow football numbers • Pre-season tournaments • Collaborate with football stakeholders and work in the best interests of the game of football 	<ul style="list-style-type: none"> • Growth in teams and participants across all activities • Fielding teams in all grades and divisions within those grades • 5% annual growth in holiday programme participation • Participants reflect the cultural diversity of Papakura • Schools Programme Plan identifies priorities and KPIs • Coach and Referee Development Plan produces a pipeline of qualified and capable club officials • Every team has a qualified coach • Skills Centre Development Plan for 9 – 12-year olds identifies priorities and KPIs. • An age and gender appropriate Game Development Plan defines pathways • Teams fielded in all grades and divisions in those grades • 5% annual growth of summer football • Participants reflect the cultural diversity of Papakura • Grade Convenor role descriptions in place • Grade Convenors the glue to creating a united club • Futsal Development Plan identifies priorities and KPIs • Participants reflect the cultural diversity of Papakura • The number of participants from other sports within Kura Connect that join PCFC • PCFC hosts pre-season tournament/s for targeted age groups with representation from the South Auckland cluster of clubs • District and regional initiatives focus on growth of football
Providing club facilities that people feel proud of	<ul style="list-style-type: none"> • The clubroom is kept in good repair and condition to ensure it remains fit for purpose • Football training and game equipment is fit for purpose • Clubroom infrastructure improvements are planned and prioritised • Amenity improvements are planned and prioritised • Marking and repair of the playing fields is fit for purpose • Park amenities are improving 	<ul style="list-style-type: none"> • An Asset Management Plan identifies priorities for repairs and maintenance of the facilities • Goal posts, nets, corner flags, cones and other training equipment meets needs of the club and teams • Grant funding secured to relocate and upgrade the kitchen and office • Grant funding secured to provide a viewing deck over the fields • A fit for purpose storage area is established • Grant funding pays for venue heating • Grant funding pays for electronic notice boards for sponsor recognition, promotion of merchandise and club notices • PCFC continues to advocate to Auckland Council to ensure marking and pitch repairs meet club needs • PCFC continues to advocate to AC for improvements to park amenities including paths, seating, rubbish bins, etc
Creating a strong, positive brand built around communication with members and stakeholders	<ul style="list-style-type: none"> • Social media is a strong and consistent method of communicating with the membership • Communication with the wider community is getting a positive response • Merchandise is promoting strong messaging and a powerful club brand • Members are proud to wear the club uniform and promote the brand • Processes in place mitigate losses of uniforms and equipment • Branding is used consistently across the whole club • Brand recognition is strong within the Papakura community • The club celebrates special occasions 	<ul style="list-style-type: none"> • Tracking of social media is consistently positive • Social media content is current and includes profiles of members and Life Members, video interviews, club history and celebration of club successes • Community Engagement Plan is developed and implemented • Positive response reflected in the number of culturally diverse participants in holiday programmes, Futsal programmes and summer football • A growing % of people buying and wearing off-field apparel • Opportunities for members to self-purchase club uniform items are explored • Grant funding secured to ensure all team uniforms are fit for purpose • An efficient process for distribution and collection of uniforms and equipment • An annual stocktake to identify uniform and equipment gaps to be funded through grants • Brand guidelines describe how and when the brand can be used • A growing media presence • Papakura businesses getting behind the brand (team and club sponsorships) • The club marks its 65th anniversary in 2024
Providing good governance to ensure long term organisational sustainability	<ul style="list-style-type: none"> • The club structure is focused on achievement of strategic and operational plan outcomes • Sound financial management identifies risks and opportunities • Diversify the revenue base to increase opportunities to invest in growth • Policies are in place to protect the club from fraud and misuse of funds • The database includes skills and capability of club members and parents as a base for identifying skill gaps • The club is fully compliant with all its legal obligations • Health & Safety obligations are met to provide a safe environment for participants and visitors to the club • A strategic risks mitigation plan is in place • The constitution reflects the needs of the club 	<ul style="list-style-type: none"> • Terms of Reference for committees are developed and reviewed as required • Job descriptions for volunteer roles are developed and reviewed as required • An annual budget is developed, and financial reporting is against budget projections • Transparency and equity in team payments with clear accountability processes in place • Increased revenue from holiday programmes, summer football, futsal, skills centre, food and beverage and tournaments • Revenue generated from local businesses for electronic screen advertising • Policies are consistently applied for spending authorities (delegations), cash handling, coach payments, staff employment, clubroom hire, food and beverage operations • Succession planning ensures a flow of new volunteers within the club (from club members, the business and wider Papakura community) • Compliance with building WOF, bar manager and liquor licences, insurances, Companies Office Succession planning ensures a flow of new volunteers within the club (from club members, the business and wider Papakura community) • Health & Safety policies and practices are reviewed at least every 2 years • External auditing if required to give confidence to the processes • A Strategic Risk Register identifies financial and other potential risk factors and mitigation • The constitution is updated and aligned with changes to the Incorporated Societies Act 1908