

# **Three Kings United Football Club Incorporated**



## **STRATEGIC PLAN 2017 - 2018**

**2016**  
**Prepared by Executive Committee**

Version 1.0

## **Contents**

Introduction	Page 3
Club Purpose and Vision	Page 5
Our Aims	Page 6
Priorities	Page 7 - 15
Strategic Planning	
Finance	
Marketing	
Coach/player (playing committees)	
Senior	
Youth	
Junior	
Facilities and Grounds	
Gear	
External Issues	Page 16

## **Introduction**

The Executive Committee resolved that a Strategic Plan be renewed and become the focus of our implementation effort for the 2017 season and beyond.

The purpose of this Strategic Plan is to provide direction for the successful management and development of the Three Kings United Football Club for the 2017 to 2018 period. As the game of football continues to develop globally, the Federations controlling the game in New Zealand have also seen fit to have their plans regularly reviewed. This plan is a working document for the Executive Committee and its various subcommittees, and a resource for informing members of our direction and priorities. We will also take on board to reassess priorities for every year.

At the time of amalgamation of the former clubs (Eden Association Football Club and Mt Roskill Association Football Club) in 1997, five year objectives were set as follows:

Objective 1 - To improve the quality of playing and training grounds, storage and clubroom facilities

Objective 2 – To unify the club and profitably market the TKU brand

Objective 3 – To achieve a financial surplus

Objective 4 – To have competitive and successful teams in all grades and all levels

Objective 5 – To have the highest level coaching for all teams

These objectives are being replaced with annual priorities that will be measured at the end of every season.

The New Zealand Football Federation and Auckland Football Federation have developed their own strategic plans at a National and Regional level respectively. The approach of Three Kings United is to capture football at a “community level” and align its priorities to the development of players, coaches and referees that not only supports a National and Regional framework but provides for the fun and enjoyment of football for all.

As at September 2016, Three Kings Football Club comprised

Junior teams	-	117 teams (6 <sup>th</sup> grade – 9 <sup>th</sup> grade)
	-	(5 <sup>th</sup> grade comprises 90 children)
Youth teams (incl. 10 <sup>th</sup> grade)	-	45 boys teams (including 4 Metro teams)
	-	21 all girls teams
	-	12 internal teams
Senior teams	-	2 NRFL Premier teams (men and women), NRFL Reserves teams (men and women)
	-	1 Conference Women's team
	-	18 Senior men's teams (including 2 U19 teams)

In total, Three Kings United Football has a player base up to 2260 members.

The future growth of membership for the next 2 - 3 years is projected to be minimal while the club resurrects a number of key areas within its operations. This assessment is based upon general regional statistics as to population and housing development, current club numbers compared to 2015 and player migration at a senior level.

Financially, the Club is in a stable position. This is supported by a strong volunteer network at all levels of the Club. The Executive Committee is required to be fiscally responsible in its management of the Club's finances. Focus on achieving at least cost recovery (perhaps a small surplus) is still a priority as is other aspects of the club's short and medium term development such as new facilities and player pathways. There are many opportunities awaiting us; this plan sets a path for realizing these. Above all else, strategic planning is concerned with the future and of desired ways to achieve sustainability of membership, loyalty to the Club and delivery of football programmes..

### **Club Purpose**

To unite the community through the provision of football for all ages

### **Club Vision**

To promote the sport of football through leadership, inspiration and development.

<b>What TKU represents within three years</b>	<b>Our Club Vision statement</b>	<b>What TKU is recognised for within three years</b>
Fair play Sportsmanship Enjoyment and fun Equal Opportunity Football for everyone (all ages) Value for money Professional attitude Encouraging friendship Community leadership Strong reputation Success	To promote the sport of football through leadership, inspiration and development.	Premier Men's and Women's teams are role models for footballers in New Zealand.  TKU High Performance and Academy programmes excel in providing the highest level learning for youth and junior members, and sets a platform for others to follow.  Junior and Youth programmes being development orientated using small sided play and set task activities in line with the NZF Whole of Football plan.  Football excellence & achievement at all premier/metro levels  Having competitive teams at all levels  Excellent coaching programmes and resources  Being fiscally responsible

		<p>Best facilities (ground and clubrooms)</p> <p>Loyalty of its playing members</p> <p>Having unity with interaction across all levels</p> <p>Providing representative players</p> <p>Having a great club spirit</p> <p>Encouraging involvement &amp; volunteers</p>
--	--	--

## Our Aims

The setting of Aims is intended to provide a focus for the Committees within the club.

<b>Committee</b>	<b>Aims</b>
Strategic Development	<ul style="list-style-type: none"><li>• To ensure the Club has a clear strategic plan for the development of players, coaches and referees</li></ul>
Financial	<ul style="list-style-type: none"><li>• To be fiscally responsible in the management and reporting of the Club's finances.</li></ul>
Marketing	<ul style="list-style-type: none"><li>• To identify and seek sources of funding, sponsorship, resources and support for the club to meet its needs in the areas of Coaching, Player development, Facilities, Gear and Equipment</li></ul>
Coaching/Player pathways	<ul style="list-style-type: none"><li>• To provide or have access to the appropriate level of coach training for all coaches</li><li>• To ensure that player and team pathways are developed in conjunction with team coaches, Director of Football and Auckland Football Federation</li><li>• To provide or have access to ongoing referee training</li><li>• To give guidance to all playing committees</li></ul>
Facilities and Grounds	<ul style="list-style-type: none"><li>• To improve the quality of playing and training grounds, storage and clubroom facilities</li></ul>
Gear	<ul style="list-style-type: none"><li>• To ensure all teams have adequate playing uniforms and equipment to fulfill each playing season</li></ul>

Each subcommittee will prepare its own annual plan for ratification by the Executive at the beginning of every playing season. However, priorities have been developed as below. Each subcommittee will report to Executive on a monthly basis as to how these priorities are being actioned.

**Strategic Development and Priorities**

<b>Issues</b>	<b>Priorities</b>
No clear understanding by parents as to what TKU can offer their child in terms of football from junior to senior ages	Prepare a draft strategic plan every 3 years  Consult with members as to future deliveries  Review annually the Club's priorities and action accordingly



## **Financial Issues and Priorities**

<b>Issues</b>	<b>Priorities</b>
<p>Applications made for external funding</p> <p>Collection of senior subs takes too long</p>	<p>To provide a regular report for Executive on grant opportunities, applications status, responsibility, milestones, and progress.</p> <p>To provide a monthly accounting report to the Executive and making appropriate recommendations to ensure financial sustainability.</p> <p>Review insurances (including gear, moveable assets, identification labeling etc)</p> <p>Review all bank account arrangements (including signatories)</p> <p>To review (and hold copies of) all contracts for any contract personnel to TKU.</p> <p>To liaise with the marketing subcommittee to achieve a greater level of external funding.</p> <p>To liaise with all playing committees for the timely receipt of player subscriptions.</p> <p>To liaise (or provide financial advice) with the “New Clubrooms” subcommittee.</p> <p>Increase club room revenue</p>

**Marketing Issues and Priorities**

<b>Issues</b>	<b>Priorities</b>
<p>Inadequate proactive marketing of TKU as a club</p> <p>Poor TKU website</p> <p>Insufficient club content on TKU website</p> <p>Lack of organized social events for all members</p> <p>Poor signage at Keith Hay Park</p> <p>Not enough partnerships and sponsorship of activities</p> <p>Not enough relationships with out of Auckland clubs</p> <p>Not having one calendar of club events</p>	<p>Develop a sponsors package annually that adds value for the sponsor whilst providing revenue to the club.</p> <p>Build more value into club membership for members</p> <p>Develop a “sister club” partnership programme</p> <p>To liaise with all subcommittees to make applications for grants from “trust” organizations and external funding agencies.</p> <p>Liaise with all playing committees to confirm a single events calendar and advise any other programmes that broaden communication within the club – such as contributing to the Junior “Goal” newsletter.</p> <p>To partner wider organizations such as Oceania Football Confederation, NZ Football and Auckland Football Federation in the promotion of “Tournament Football” such as the 9<sup>th</sup> grade Nationals.</p> <p>Clearly promote to members the development timeframes for a proposed new clubroom facility.</p> <p>Appoint a fundraiser</p> <p>Find more sponsors</p>

**Coaching/Player Issues and Priorities**

<b>Issues</b>	<b>Priorities</b>
<p>Inadequate talented player identification process</p> <p>Senior teams lack success</p> <p>Preseason training programme</p> <p>Timing for trials</p> <p>Coaching clinics</p> <p>Coach education</p> <p>Improve contact with secondary schools</p>	<p>Appoint DoF – Director of Football</p> <p>Develop a TKU coaching framework that incorporates the four corners, technical, social, physiological, physical</p> <p>In conjunction with the senior committee, the senior coaches (men’s, women’s, reserve and U19’s) for each season to be appointed/confirmed by 1 November previous season. Key performance criterion to be implemented.</p> <p>High performance programme to be developed annually by end February. Key performance criterion to be implemented.</p> <p>Academy and school holiday programme to be developed. Key performance criterion to be implemented.</p> <p>Arrange at least 2 coaching clinics early in the playing season for club volunteers. Key performance criterion to be implemented.</p> <p>Promote coaching pathways to youth players</p> <p>Qualify more TKU coaches to become accredited</p> <p>All TKU Metro and Premier coaches to attend 1 coaching education opportunity</p>

**Playing (incl. Coaching) Issues and Priorities – delegated to the following “Playing Committees”**

**Senior Committee**

<b>Issues</b>	<b>Priorities</b>
<p>Inadequate player involvement in Senior Committee</p> <p>Not enough communication within senior teams</p> <p>Improve coaching standard at all levels</p> <p>Improve contact with secondary schools</p> <p>Players not paying subscriptions or taking too long to pay</p> <p>Lack of player retention</p> <p>Lack of official referees to lower division matches</p>	<p>Increase senior membership</p> <p>Promote the pathway to senior football</p> <p>Regular communication to all senior members including feedback from the Executive on relevant projects/programmes.</p> <p>Senior coaches appointed (other than Senior men’s and women’s, senior reserves and U19’s) prior to season commencing. Key performance criterion to be implemented.</p> <p>Liaise with Director of Football as to coach training available</p> <p>Senior players to offer coaching assistance to Junior and Youth teams</p> <p>Senior Players/teams to attend Junior and Youth Prize giving’s</p> <p>Set up payment structure for every team with team payments to be made within club guidelines</p> <p>Establish a framework for player retention</p> <p>Engage CBR’s to officiate at lower division matches</p>

**Youth Committee**

<b>Issues</b>	<b>Priorities</b>
<p>Improving player development</p> <p>Improving player retention and return to club after secondary schooling</p> <p>Improving quality of coaching</p> <p>Improving relationships with football people in secondary schools</p> <p>Coach appointments</p>	<p>Grade coordinators appointed prior to registrations</p> <p>Coaches appointed within two weeks of registrations</p> <p>Academy programmes to be advised at the time of registration</p> <p>Regular communication to all Youth members including feedback from the Executive on relevant projects/programmes.</p> <p>Encourage more Youth coaches to get level 1 &amp; 2 qualifications</p> <p>Get more coaches participating in club's coaching clinics</p> <p>Player retention, through better recognition, more socializing opportunities</p> <p>Promote youth into admin and CBR programmes</p> <p>Identify and develop pathway for key players, i.e. FTC, NTC programmes</p>

**Junior Committee**

<b>Issues</b>	<b>Priorities</b>
<p>Poor relationship with Senior players of the Club</p> <p>Proper structuring for junior playing programmes</p> <p>Poor environment and facilities for children in clubrooms</p> <p>Selection processes around trials</p> <p>Retention of volunteer base</p>	<p>Grade coordinators appointed prior to registrations</p> <p>Coaches appointed within two weeks of registrations</p> <p>Playing models to be communicated at the beginning of every season</p> <p>Academy programmes to be advised at the time of registrations</p> <p>Regular communication to all Junior members including feedback from the Executive on relevant projects/programmes.</p> <p>Buddy-up senior teams or players with Junior teams</p> <p>Encourage more coaches participating in club’s coaching clinics</p> <p>Juniors to be informed of all senior men’s and women’s home games</p> <p>Implement standard selection policy across the junior &amp; youth club</p>

**Facilities/Grounds Issues and Priorities**

<b>Issues</b>	<b>Priorities</b>
Membership growth rate which is putting pressure on quantity and quality of facilities Insufficient floodlights at KHP Senior goals need replacing Lack of quality grounds for training and playing Clubrooms size, layout and use Quantity and quality of changing rooms at KHP Poor signage at KHP Inadequate maintenance of #1	Improve training ground surface Maintain working relationships with Council ground staff Maintenance plan for the existing clubrooms to be prepared annually Plan to build a new clubroom facility Work with Auckland Council to get 2 hybrid pitches installed

## Gear Issues and Priorities

<b>Issues</b>	<b>Priorities</b>
Storage of gear in-between seasons and other resources in-season  Better equipment for our top youth teams  Improve return of NRFL playing gear  Branding	Appoint official gear supplier for 2017  Have a stock list of all team jerseys and equipment  Review all playing gear at the end of the season  Liaise with playing committees for gear and equipment  Resolve better use of available storage and create additional storage  Expand the merchandise range



## **External Issues**

The identification of External Issues is intended to highlight those external influences that are impacting, or have the potential to impact on, our club's performance and development.

<b>Issue Category</b>	<b>Issue Description</b>
Auckland Football	Poor visibility of direction and plan for Federation Unsettled league structure and league regulations year to year Running of talent programme clinics Referee Appointments Application of club levies
NZ Football	GoalNet and registration issues Cautions and suspensions processes Poor track record administratively Poor communication with clubs
Playing	Close proximity to other top senior clubs (Central United) Continued player drain to secondary schools which play predominantly on Saturdays Inferior quality of school football coaching below 1 <sup>st</sup> XI
Marketing	General lack of sponsorship (major & minor) in game Poor coverage of club performance and activities in local press Communication within the club
Auckland City	Their poor relationship management and communication
Property	Appellant to Auckland City's resource consent application for training lights at KHP Poor quality of training pitches and some other clubs grounds, lack of goals/nets/corner posts