

**PONSONBY : UNITED**

**THE 2019 - 2023 PLAN**



## **OVERALL AIM 2019 - 2023**

**TO CREATE MORE AND BETTER PLAYERS EVERY YEAR.**

**TO CREATE PLAYERS ORGANICALLY SO THAT WE GROW THE GAME AND PROVIDE A KEY COMMUNITY FUNCTION.**

## **WHAT DO WE NEED TO DO?**

### **FOCUS AREAS:**

**1.WE NEED TO FOCUS ON COMPETITIVE FOOTBALL LEVELS, AGES 12 TO 20.**

**2.WE NEED TO KEEP A FIRST GRADE.**

**3.WE NEED TO KEEP JUNIOR AND SOCIAL FOOTBALL HAPPY.**

**4.WE NEED TO FINANCE THIS DEVELOPMENT SO THAT WE CAN ACCELERATE GROWTH.**

**WE NEED GOOD PEOPLE WITH THE RIGHT SKILLS**

**WE NEED TO RUN EVERYTHING TO A HIGHER STANDARD THAN CURRENTLY AVAILABLE**

**WE NEED TO BUILD A MODEL TO BE SELF SUSTAINABLE FINANCIALLY**

**WE NEED TO SAFEGUARD THE FUTURE OF THE CLUB FROM INSTABILITY**

## **HOW DO WE DO IT?**

**OUR CLUB STRUCTURE MUST SIMPLIFY.**

**OUR COMMUNICATION MUST IMPROVE.**

**OUR GOVERNANCE MUST BE ROBUST.**

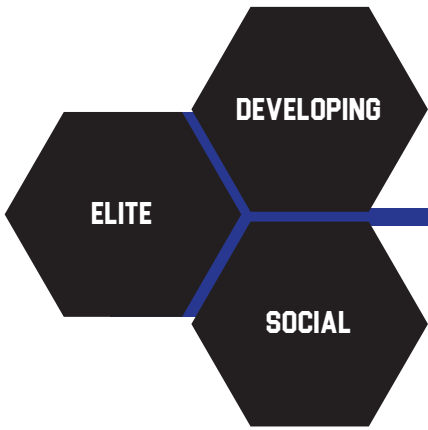
# CLUB STRUCTURE DIAGRAM

**MEMBERS**  
THE SHAREHOLDERS AND CUSTODIANS OF THE CLUB. CANNOT TAKE MONEY FROM THE CLUB IN ANY ROLE.

**SECRETARY COMMUNICATIONS**  
MUST BE A MEMBER

**CHAIR PERSON**  
RELATIONSHIPS  
MUST BE A MEMBER

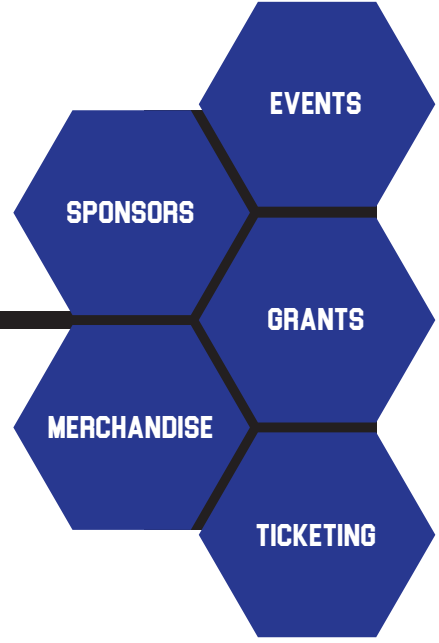
**TREASURER**  
FINANCE  
MUST BE A MEMBER



**FOOTBALL DEPARTMENT**  
PATHWAYS  
CAN APPOINT OR HIRE



**OFF FIELD**  
REVENUE GENERATION  
CAN APPOINT OR HIRE



PLAYERS, COACHES, MANAGERS, PARENTS, FANS  
KEEP THEM HAPPY AND ENGAGED THROUGH COMMUNICATION,

TURN UP. PLAY. HAVE FUN. LEAVE.

# **CLUB STRUCTURE**

**IN ORDER TO SECURE OUR FUTURE, OUR CLUB MUST BE FINANCIALLY STABLE.  
OUR MANAGEMENT OF THE CLUB MUST BE CONSISTENT AND OUR MESSAGES CLEAR TO ALL OF OUR STAKEHOLDERS.**

**OUR KEY STAKEHOLDERS ARE AUCKLAND RUGBY LEAGUE, VICTORIA PARK TRUST AND OUR OWN MEMBERS, PLAYERS AND VOLUNTEERS.**

**LEARNING FROM OUR PREVIOUS MODEL OF 'LITTLE AND ALL' STYLE MEMBERSHIP, IT HAS BEEN RECOGNISED THAT MEMBERSHIPS AS A SOURCE OF FINANCIAL SUSTAINABILITY HAVE NOT BEEN SUCCESSFUL. THE BALANCE OF NEEDS BETWEEN SOCIAL FOOTBALL AND ELITE FOOTBALL IS NOT CONSTRUCTIVE TO GROWTH IN OUR DEVELOPING FOOTBALL SECTION.**

**TO PROSPER, WE MUST DEVELOP OUR 12 - 20 YEAR OLD TEAMS AS HIGHEST PRIORITY AND TO DO THIS , WE MUST HAVE FUNDING TO DRAW PLAYERS AND TO INTERACT WITH POTENTIAL PLAYERS.**

**MOVING OUR MEMBERSHIP MODEL TO AN EXCLUSIVE CLUB, SMALLER IN NUMBER, WITH SIGNIFICANT MEMBERSHIP COSTS HELPS TO CREATE LONG TERM FINANCIAL SUSTAINABILITY.**

**AS AN EXCLUSIVE CLUB OF MEMBERS, WE CAN ALSO ALLOW OUR PLAYERS TO PARTICIPATE WITHOUT FINANCIAL BARRIERS.**

**IT IS PROPOSED THAT INITIAL MEMBERSHIP BE SET AT \$1000 PER ANNUM, WHICH CAN INCREASE AS MEMBERSHIP BECOMES MORE DESIRABLE OR SOUGHT AFTER.**

**THIS MEMBERSHIP MODEL CREATES STABILITY AMONGST THOSE WHO WILL MANAGE OUR CLUB, WITH AN ARRANGEMENT SIMILAR TO A CORPORATE SHAREHOLDER BUSINESS.**

**TERMS OF MEMBERSHIP MAY BE AMENDED FROM TIME TO TIME, IN ORDER TO SERVE THE BEST NEEDS OF THE CLUB.**

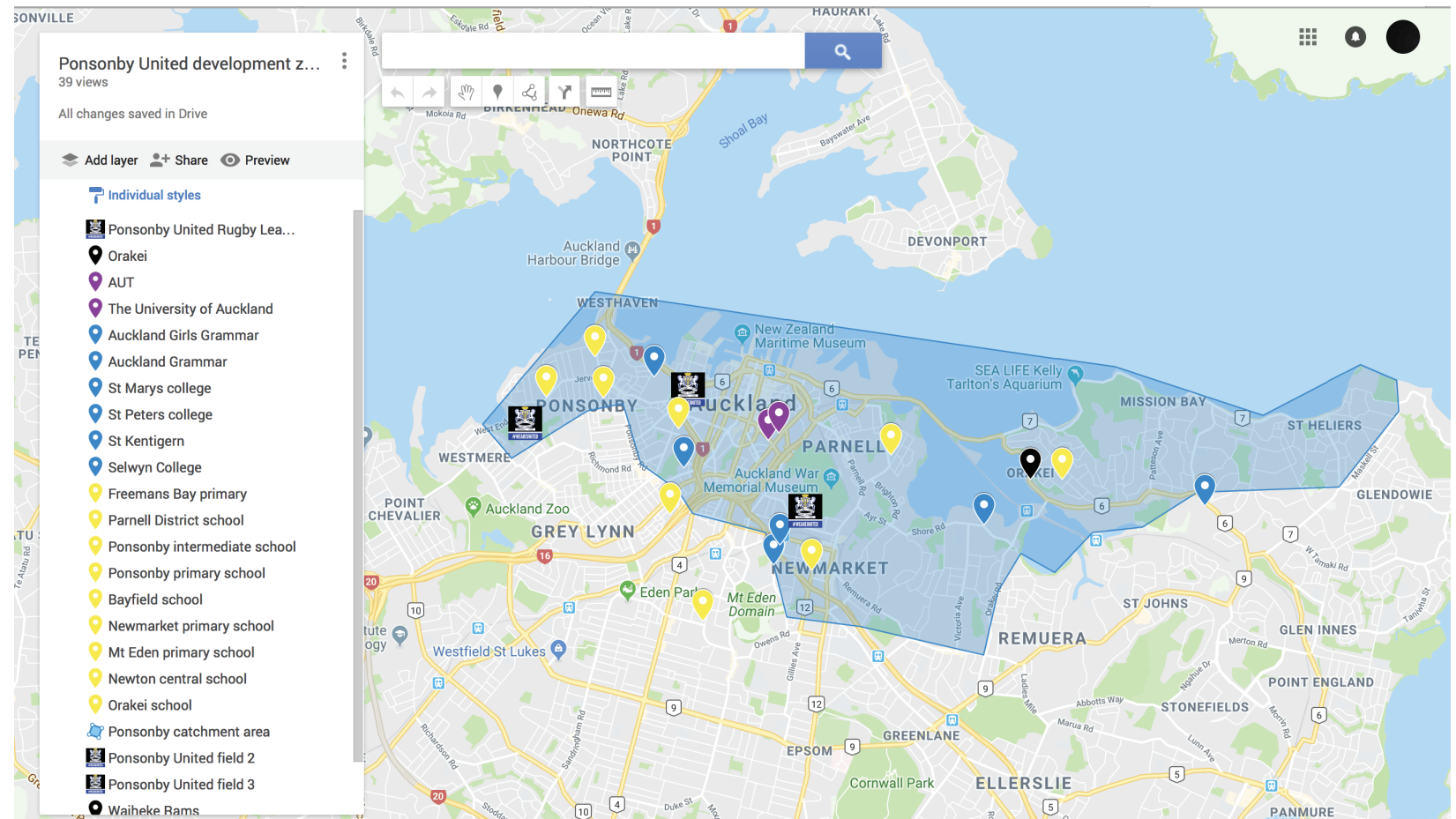
# FOCUS AREA I: WE NEED TO FOCUS ON COMPETITIVE FOOTBALL LEVELS, AGES 12 TO 20.

**THE CLUB HAS A DEVELOPMENT FOOTPRINT.**

**AS A GENTRIFIED AREA WITH A CLUB THAT HAS LOST MANY COMMUNITY TIES, WE MUST INVEST IN OUR SCHOOL PRESENCE.**

**BY OFFERING COACHING IN SCHOOLS, WE CAN ALSO PROVIDE A POSITIVE EMOTIONAL TIE BETWEEN PARTICIPANTS' (STUDENTS, TEACHERS AND PARENTS) AND THE PONSONBY CLUB.**

**BY CULTIVATING ONLY OUR DEVELOPMENT FOOTPRINT, WE CAN STILL PURSUE POSITIVE RELATIONSHIPS WITH OUR FELLOW CITY RUGBY LEAGUE CLUBS.**



# **CONNECTING TO SCHOOLS**

**WE MUST BE PROACTIVE IN APPROACHING SCHOOLS.**

**IN OFFERING TO COACH RUGBY LEAGUE IN SCHOOLS, WE HAVE TWO PATHWAYS:**

- 1. TO DELIVER A COURSE OF RUGBY LEAGUE 'LESSONS'**
- 2. TO OFFER EXPERTISE IN COMPETITIVE FOOTBALL GRADES**

**IN ORDER TO DO THIS, WE NEED COACHES WITH THE ADEQUATE QUALIFICATIONS AND MOST IMPORTANTLY, THE RIGHT SKILLS TO DELIVER THIS.**

**OUR DEVELOPMENT AREA HAS:**

**2 UNIVERSITIES**

**7 HIGH SCHOOLS OR COLLEGES**

**9 PRIMARY SCHOOLS**

**TO DELIVER PROGRAMMES, OUR COACHES MUST BE AVAILABLE DURING SCHOOL HOURS. AS SUCH, WE MUST FIND FUNDING FOR THEIR TIME.**

**AS WE INGRAIN OUR PROGRAMMES WITH SCHOOLS, PROVIDING THAT WE DELIVER AN INTERESTING PRODUCT, THEN STUDENTS WILL GRAVITATE TOWARDS OUR SPORT, WITH AN EMOTIONAL TIE MAKING IT MOST LIKELY THAT THEY WILL CHOOSE TO PLAY AT OUR CLUB.**

**EACH SCHOOL WILL HAVE DIFFERENT NEEDS AND AMBITIONS, THEREFORE IT IS OUR JOB TO MEET THOSE NEEDS AS A VALUABLE SERVICE PROVIDER.**

## WHERE OUR PLAYERS WILL COME FROM

### SENIORS

SENIORS WILL BE DRAWN BACK FROM OUR FIRST 13 SCHOOLS. WE WILL DRAW ON THOSE NEW TO THE AREA THROUGH UNIVERSITIES. WE WILL WELCOME BACK THE BEST OF OUR TALENT FROM THE PROS.

### COLLEGE FIRST 13

WE WILL OFFER EXPERT COACHING TO ALL OF THE COLLEGES AND HIGH SCHOOLS IN OUR DEVELOPMENT AREA.

### DEVELOPING 12-18 YRS



OUR SCHOOLS



OUR JUNIORS

THE OUTCOME FOR SCHOOLS WILL BE THAT OUR CLUB DOES NOT PARTICIPATE AT UNDER 19 LEVEL, RATHER, WE USE OUR CLUB AT AGES 12 TO 18 AS A WAY TO PREPARE DEVELOPING PLAYERS FOR THEIR SCHOOL FIRST 13.

PLAYERS BELOW THE AGE FOR FIRST 13 SHOULD PLAY THROUGH OUR CLUB, PROVIDING THEM WITH A PATHWAY TO FIRST 13, OR FIRST 15.

### JUNIORS : SOCIAL



OUR SCHOOLS



OUR FAMILIES

WE WILL OFFER RUGBY LEAGUE LESSONS TO ALL PRIMARY SCHOOLS IN OUR DEVELOPMENT AREA.

THIS WILL BE DELIVERED OVER THE COURSE OF 3 TO 4 WEEKS IN JANUARY EACH YEAR.

COACHES WILL INTRODUCE THE GAME AND OUR CLUB, PROVIDING AN INTRODUCTION FOR JUNIORS TO OUR CLUB.

WE WILL ALSO WELCOME JUNIORS FROM OUTSIDE OF OUR DEVELOPMENT AREA WHO HAVE FAMILY TIES TO OUR CLUB.

## **FOCUS AREA 2 : WE NEED TO KEEP A FIRST GRADE.**

**EACH YEAR, OUR CLUB WILL PRODUCE 10 NEW SENIOR COACHES. THESE COACHES WILL FACILITATE OUR DEVELOPMENT IN SCHOOLS BUT ALSO COACH OUR CLUB TEAMS.**

**WE MUST COVER THE COSTS OF SENIOR COACHING COSTS, CURRENTLY \$50 PER COACH.**

**WITH AN EYE TO THE FUTURE, A SECTION OF THESE SPACES SHOULD BE OFFERED TO OUR SENIOR PLAYERS WHO ARE OVER THE AGE OF 25. THIS WILL HELP THOSE PLAYERS REACHING THE END OF THEIR CAREER TO STAY IN THE GAME.**

**UNTIL WE HAVE A FUNCTIONING SYSTEM THAT PRODUCES TALENT FOR OUR SENIOR SIDE, WE MUST CONTINUE TO OPERATE OUR SENIOR SET UP IN A WAY THAT KEEPS OUR SENIOR PLAYERS ENTHUSIASTIC ABOUT OUR CLUB.**

**WE CAN BETTER HARNESS OUR POST MATCH AND GAMEDAY EXPERIENCE TO FURTHER CEMENT THIS PLAN.**

## **FOCUS AREA 3 : WE NEED TO KEEP JUNIOR AND SOCIAL FOOTBALL HAPPY.**

**WE MUST CONTINUE TO PROVIDE A FUN ENVIRONMENT FOR OUR JUNIORS AND SOCIAL FOOTBALL SECTIONS. TO BETTER ENGAGE WITH THIS SECTION, REGULAR FORUMS SHOULD BE HELD TO DETERMINE THE NEEDS, WANTS AND DESIRES OF OUR SOCIAL FOOTBALL GRADES.**

**OUR AMBITION IS THAT OUR JUNIORS HAVE ROLE MODELS IN OUR SENIOR PLAYERS, WHO THEY WILL BE EXCITED TO WATCH COMPETE EACH SATURDAY.**

**IN RETURN, OUR SENIORS SHOULD BE ENTHUSED BY HELPING OUR JUNIORS TO DEVELOP INTO COMPETING FOOTBALL PLAYERS.**



## **FOCUS AREA 4: WE NEED TO FINANCE THIS DEVELOPMENT SO THAT WE CAN ACCELERATE GROWTH**

**IN A MATURE MODEL, OUR COMMUNITY PRESENCE IS RESTORED AND AS SUCH, WE CAN OFFER MORE TO LOCAL BUSINESS.**

**AS A TAX 'WRITE OFF' OUR COMMUNITY TIE FUNDS A SIGNIFICANT PORTION OF CLUB GROWTH INTO THE FUTURE. OF THE REGISTERED BUSINESS' OPERATING IN VICTORIA PARK AND ON PONSONBY ROAD ALONE.**

**OUR SECOND PILLAR OF INVESTMENT COMES FROM MEMBERSHIP. AS THE MEMBERSHIP BECOMES AN EXCLUSIVE CLUB, DEMAND FOR MEMBERSHIPS WILL RISE, AS WILL MEMBERSHIP FEES. THIS MODEL ALSO PLACES PEOPLE WITH ENOUGH AFFLUENCE AS THE CUSTODIANS OF THE CLUB. BY DOING THIS, OUR CHANCES OF MEMBERS OPERATING WITHIN OUR CLUB FOR FINANCIAL GAIN ARE GREATLY REDUCED.**

**PILLAR THREE COMES FROM OUR SHARE OF BAR TAKINGS IN THE VICTORIA PARK CLUB ROOMS. IN THE LONGER TERM, WE MUST NEGOTIATE A MORE FINANCIALLY FAVOURABLE DEAL FOR THE CLUB, HOWEVER THIS STREAM ALONE SHOULD BE SUFFICIENT TO COVER OUR RENTAL COSTS EACH YEAR.**

**PILLAR FOUR COMES FROM THE PONSONBY UNITED RUGBY LEAGUE TRUST, WHO SHOULD DONATE PROFITS NOT RESERVED FOR INVESTMENT GROWTH, DIRECTLY TO THE CLUB. THE MINIMUM AMOUNT RECEIVABLE EACH YEAR SHOULD BE ENOUGH TO COVER THE TOTAL COSTS OF GROUND RENTAL AND FACILITIES PLUS OUR COMMUNITY ENGAGEMENT ACTIVITY.**

**UNTIL THIS MODEL IS ESTABLISHED, WE MUST FIND SHORTER TERM FUNDING TO BRIDGE THE GAPS IN OPERATING TO REACH MATURITY.**

**WHAT DOES THAT MEAN?**

**WE ARE LISTENING**

**WHAT DO YOU NEED?**

**HOW CAN WE MAKE THIS EASIER FOR YOU?**

## **IDEAS**

**PONSONBY:UNITED**

**CLUB TRAINING DAYS - TEACH EVERYONE A SKILL**

**USING TECHNOLOGY TO GATHER FEEDBACK AND IDEAS - VIRTUAL PARENT MEETINGS**

**WE ALL PLAY THE SAME WAY, SO WE CAN ALL LEARN FROM EACH OTHER**

**WE WILL PROVIDE PARENTS, AND ANYONE INTERESTED WITH COACHING AND MANAGER QUALIFICATIONS**

**WE WILL HELP YOU TO COACH SKILLS**

**WE NEED OUR KIDS TO BRING THEIR SCHOOL FRIENDS**

**WE WANT TO FEED THEM**

**WE WANT THIS TO BE DIRECTED BY YOU, SO THAT WE CAN KEEP EVERYBODY HAPPY**

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