



# **WESTERN SUBURBS FOOTBALL CLUB**

## **STRATEGIC PLAN**

**2019 to 2021**



## **INTRODUCTION**

Western Suburbs Football Club's strategic plan through to the end of the 2021 season outlines the path we will take to manage, deliver and grow football in the greater Wests region through this period.

In 2011 Wests FC addressed a number of significant issues that were challenging the club. Subsequent to implementing a number of changes both on and off the park, and engaging a paid part-time administrator for the first time in the history of the club, Wests has moved forward positively in many respects. The general health of the club is now sound, albeit still built on a fragile financial base underpinned as many clubs are by gaming trust grants. It is the boards intention over time to become less reliant on funding streams.

It is our job at Wests to maximise the opportunities that are presented and to keep moving our club forward with energy. Positive engagement with Capital Football and New Zealand Football is central to our vision, as is a strong and healthy relationship with the Ole Football Academy with whom we enjoy a strong High Performance connection.

One of the key areas of this plan is the club's desire to strengthen the foundations of football in our region. A greater emphasis will be placed on the overall health of our club, and the introduction of a set of core values which will underpin our actions and attitude to football within the Wests region.

We have ambitions to become a successful club from a High Performance playing standpoint, and this is detailed in the Strategic Plan, however it is acknowledged that a strong foundation, and financial sustainability, is the bedrock upon which the club must be built.

Nothing beats winning though and the club's flagship Central Premier men's team will continue to be well resourced to ensure our top team is given every opportunity to win on a consistent basis. The club has a goal to see the club elevated by New Zealand Football to National League status and this Strategic Plan identifies this and details the plan to achieve this status. Entry to the national league would only be supported by the club if financial sustainability at this level is ensured.

We are proud of our history. The Western Suburbs Football Club was founded 1906 as Hospital AFC, as a recreational outlet for staff at the Porirua Mental Hospital.

Over a 50 year period, Hospital AFC became a feared name in local and national soccer, winning a number of titles, reaching the Chatham Cup semi-finals in 1926, and winning this prestigious Cup in 1935.

The name of the club changed to Western Suburbs in 1956, reflecting the growth of Porirua and Tawa, from which the club drew its playing strength. In 1970 the club changed its name to Porirua United to reflect the Porirua's new city status, but in 1992 renamed again to Western Suburbs.

There have been a number of successes including six Central Premier titles, and a Chatham Cup runners up award in 2007 and 2018, and victory in the Cup in 2006. The club also played in the National League in 1970 and 1971.

We now believe we are positioned to become one of the leading football clubs in New Zealand. We are well governed, have a strong and vibrant junior base, and have a High Performance connection through the Ole Football Academy that is producing a consistent flow of high quality young players.

We now acknowledge and accept the challenges that are presented to us during the next three year period. We look forward to working with all our Wests stakeholders to build on our rich history, and to ensure a healthy, vibrant, and successful future.

**Dean Eagar**  
**Western Suburbs Football Club Chairman**



## CLUB VISION

### ***“Football for Everyone“***

Our Vision can be defined as our desire to promote the sport of football within the Wests region, through inspiring leadership, offering opportunities for player development, and providing an environment in which players will enjoy their football.



## **CLUB VALUES**

Western Suburbs Football Club has established a set of core values which underpin the behaviours expected of all players and club members.

We expect to see all Wests people exhibit these values on a day-by-day basis. These values are the bedrock upon which our club will become, and remain, healthy, vibrant, and successful.

### ***COMMUNITY***

Our loyalty in 'belonging' to the Wests football community.

### ***EXCELLENCE***

Our dedication to being the best we can be.

### ***TEAMWORK***

The sum of the Wests parts is greater than the efforts of our individuals.

### ***COMMITMENT***

Our pledge to give our all to every Wests task we take on.



## CLUB MISSION

### ***Delivering quality football experiences to the people of the Wests region***

Western Suburbs Football Club's primary objective is the excellent administration, organisation and delivery of all forms of football to all people in the wider Wests region.

This will be achieved through:

- Developing and maintaining a Wests administration that plans well, provides an inclusive style of leadership, is stakeholder focused, and is cognisant to the changing shape and delivery of grassroots sport in the Wests region.
- Encouraging a culture of enjoyment and achievement against our mission, values, plans and ultimately our vision.
- Proactive and positive engagement with the Ole Football Academy, the Wests region primary and intermediate schools, and the region's Colleges, to ensure strong and sustainable relationships are built, and a quality and consistent flow of players in to the senior club is achieved.
- Delivering quality facilities such as the Endeavour Park clubrooms, and training and playing facilities to ensure Wests is viewed as an attractive and enjoyable playing option.
- Investing in player and coach development with a goal of well-coached players and coaches being offered optimal opportunities to excel at their own levels.
- Positive and consistent interaction with Capital Football as the governing body in Wellington, and the Porirua City Council who are the key stakeholder in relation to the ongoing development and maintenance of Endeavour Park.

- Creating playing experiences outside of the standard Saturday competitions, such as the successful annual junior Wests tournament held at Endeavour Park.
- Developing and delivering revenue-generating opportunities via the local business community, including a quality leverage programme with our sponsors that provide a positive return on investment for these Wests partners.
- Priority to make a difference at grassroots community level. As examples, a) the continuation of the Refugee programme that sees football playing refugees living in the Wests region offered free playing opportunities to assist their transition to become New Zealanders, and b) the continuation of the NZ Football Inter-Schools programme, delivering football coaching at Decile 1 schools in the Wests region.

## **Strategic Goal 1**

### **Provide Wests teams and players at all levels an outstanding club football environment**

#### **Outcomes**

- A vibrant club spirit.
- An efficient and well-run administration enabling players and teams to enjoy their football.
- Viewed as a club football leader in the eyes of Capital Football.
- Well-resourced and effective Board and operational committees.
- Sustainable player growth across all grades and all formats.
- High quality training, match, and club facilities.
- Proactive and consistent communications to all club stakeholders.
- Opportunities for youth and adult female footballers.
- Displaying sportsmanship and fair play, and with respect to the opposition, officials, and teammates.
- The club's Administration Officer is the primary deliverer of administration tasks, and the club's Business Development Manager focuses on ensuring the club is financially in a sustainable position.
- The age bracket between 17 and 23 years old to have specific attention to retain these players who become lost with the transition to senior football

#### **Key Supporting Strategies:**

Strong governance, with optimal committee numbers, including all core roles being filled (Chairman, Club Captain, Treasurer, and Secretary), and succession plans in place to eliminate key-man risk.

The Board will focus on governance priorities of Finance, Risk, and Strategy, and will delegate to the club's Senior and Juniors committees key operational responsibilities

Well managed and consistently used communication tools including email, website, Facebook, and Twitter, and a strong link to the sports writers at the Kapi-Mana news and other key Wellington media.

Growth of playing numbers in the senior club as the club has the capacity to attract more adult footballers to the club.

Strengthen the Wests Junior section through implementation of coaching programmes and a link to the Ole Academy to offer the more skilled players accelerated development, and ensuring strong and consistent communications.

Quality coaching plans and delivery that enable any Wests footballer at any level to progress their game, including a focus on attracting coaches to the club, or upskilling players so they can assist with delivering coaching outcomes.



Promote the Mighty Midgets format across the Wests catchment area as a vehicle for attracting young (3-6 years of age) players to the club.

Focus on delivering high class training and playing facilities, and gear and equipment, that enable players to both test their skills and enjoy the game, including :

- Endeavour Park – two pitches of high quality standard, including one that is deemed consistently at National League standard.
- Working with Capital Football and the Porirua City Council in relation to the delivery and quality of all grounds in the Porirua region where Wests teams will play.

Produce a communications plan to engage with all stakeholders, to ensure all Wests footballers, current and past, and all our partners, feel connected and up to date on club developments.

Encourage all Wests footballers to uphold the traditions and history of the great game of football, and to showcase the values of sportsmanship and fair play.

## **Strategic Goal 2**

### **Produce high performing players via quality coaching, resulting in winning teams**

#### **Outcomes**

- Ole Football Academy producing quality players, and winning teams, who represent Wests with pride.
- Consistent winning Central Premier Men's and Women's teams
- Men's and women's 2<sup>nd</sup> teams provide a flow of players to their respective 1<sup>st</sup> teams.
- Produce representative players, and players who secure overseas contracts and scholarships.
- Accelerated player development from the formative junior years.
- A success mindset that permeates through all teams in the club, without compromising the sportsmanship and fair play ethic.

#### **Key Supporting Strategies:**

Positive and proactive working relationship with the Ole Football Academy.

Regular communications with Ole Academy management, with a goal of creating a best-practice working relationship.

Annual review of the Ole Academy / Wests MoU.

Men's and women's 1<sup>st</sup> and 2<sup>nd</sup> teams will have a strong player development focus, with winning of matches and competitions deemed a natural outcome as a result of a successful player development focus.

Attract and retain the best players from both within the club's catchment area, or outside of the catchment area if significant skill gaps exist within the wider Wests 1<sup>st</sup> and 2<sup>nd</sup> team squad.

Ensure that the 1<sup>st</sup> and 2<sup>nd</sup> teams are well managed, coached, and professional in its approach.

Ensure that the 3<sup>rd</sup> XI feeder team receive the requisite support and management of new players, particularly college leavers.

Implement and deliver a style and structure of play at the High Performance level that is replicated at all levels and taught from an early age.

Focus on delivering high class training and playing facilities at Ole Academy and Endeavour Park.

Establishment of a strong Women's development plan, with the goal being that the Wests Women's 1<sup>st</sup> team will become a dominant force in football in Wellington.

## **Strategic Goal 3**

### **Securing Football NZ National League status**

#### **Outcomes**

- Football NZ assessment of Wests bid, and Wests invited to become a Football NZ National League franchise.

#### **Key Supporting Strategies:**

Consistent engagement with Football NZ and Capital Football on criteria needed to achieve National League status.

Ole Football Academy producing quality players and teams ready to play at National League level.

All aspects of the Ole Football Academy / Wests relationship working seamlessly and in a positive fashion.

Financial sustainability which enables National League representation for the long term.

High class training and playing facilities at Ole Academy and Endeavour Park.

Engagement of a fulltime Club Manager, with a focus on National League strategic planning and developing revenue opportunities.

## **Strategic Goal 4**

### **Financial Sustainability**

#### **Outcomes**

- Strong Balance Sheet, P&L, and financial processes
- Annual cash surplus
- New revenue streams
- Timely and consistent financial documentation
- Elimination of debt

#### **Key Supporting Strategies:**

Focused attention on reducing the club's reliance on gaming funding, by way of creating new revenue opportunities.

Early collection of subs to ease cashflow tensions.

Maximise the opportunities that exist with gaming funding, and in particular Four Winds, Pelorous and Trust House who are currently supporting the club to a major extent.

Key OPEX costs (Affiliation Fees, gear and equipment) covered by gaming trusts as a priority, before any added-value initiatives.

Ensure cash reserves a priority, with a goal of a \$2000 cash surplus at the end of each financial year.

Evaluation of the potential start-up of a Wests Football Foundation which would in the medium term (2018-2020) ensure financial risk is mitigated.

Regular communication with Ole Academy management to ensure financial model is solid and beneficial to both parties.

Maintain a structured approach to players signing overseas on professional contracts in association with Ole Football Academy.