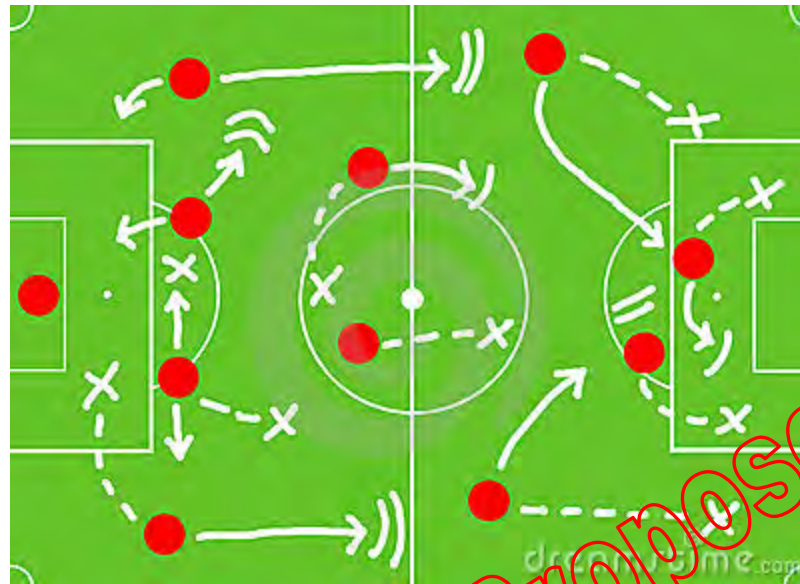




# CFC Game Plan



Proposed

**Club Chairman's Address  
November 2010**





## **Topics for 2010 CFC AGM:**

**Member Survey Feedback (Ken)**

**Committee Response Team**

**Our Stakeholders, Purpose, Responsibilities, Goals**

**Proposed Strategy and Structure (Dave and Josh)**

- Clearer “Management” Roles, More Accountability**
- Youth Development Pathway**
- First Team Success**

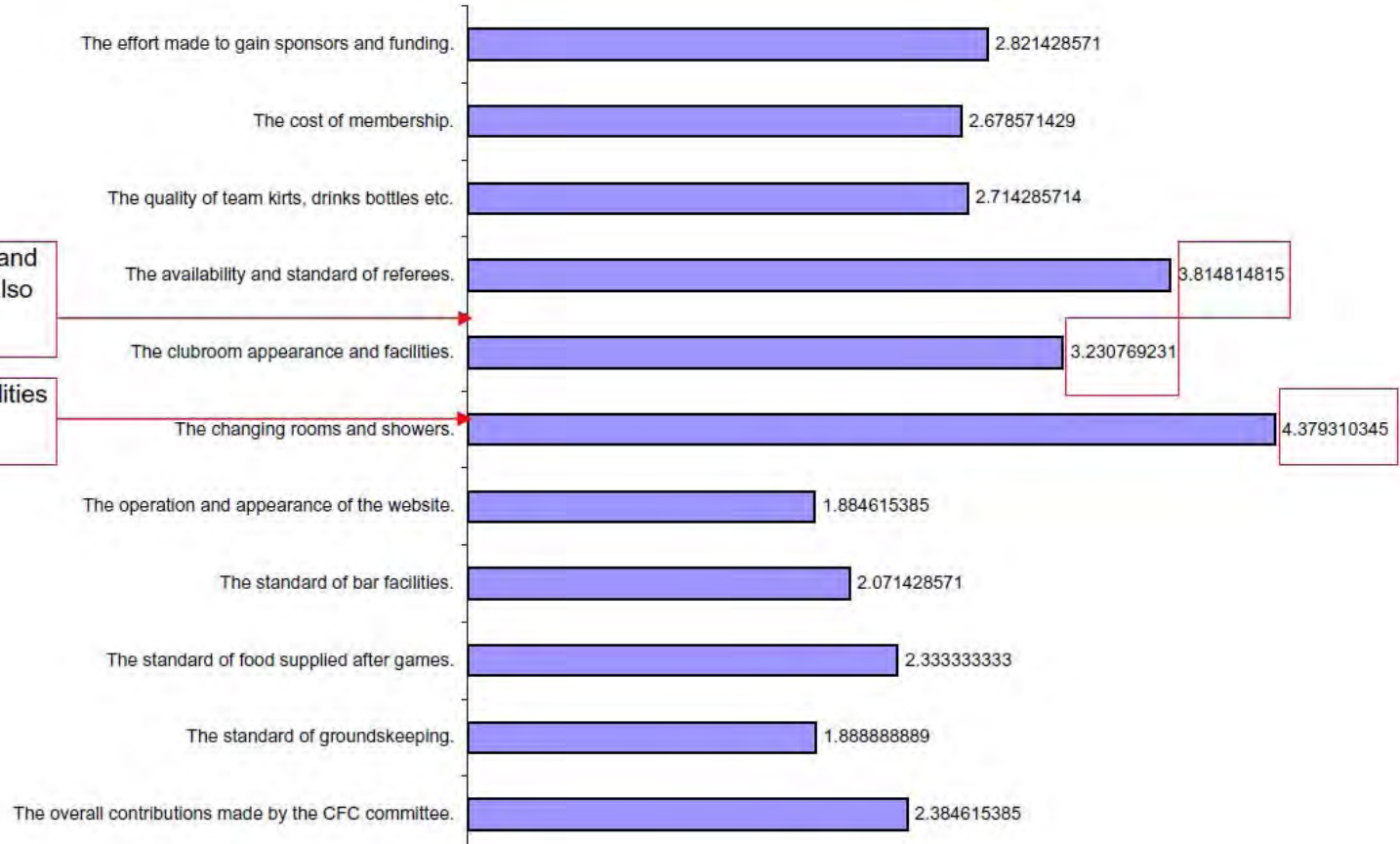
**Next Phases (Steve)**

**Questions & Answer Session**





# Member Survey – 28 returns so far. Average Satisfaction Levels:



Availability & standard of referees, and Clubroom appearance & facilities also low satisfaction.

Changing rooms and showering facilities lowest satisfaction .

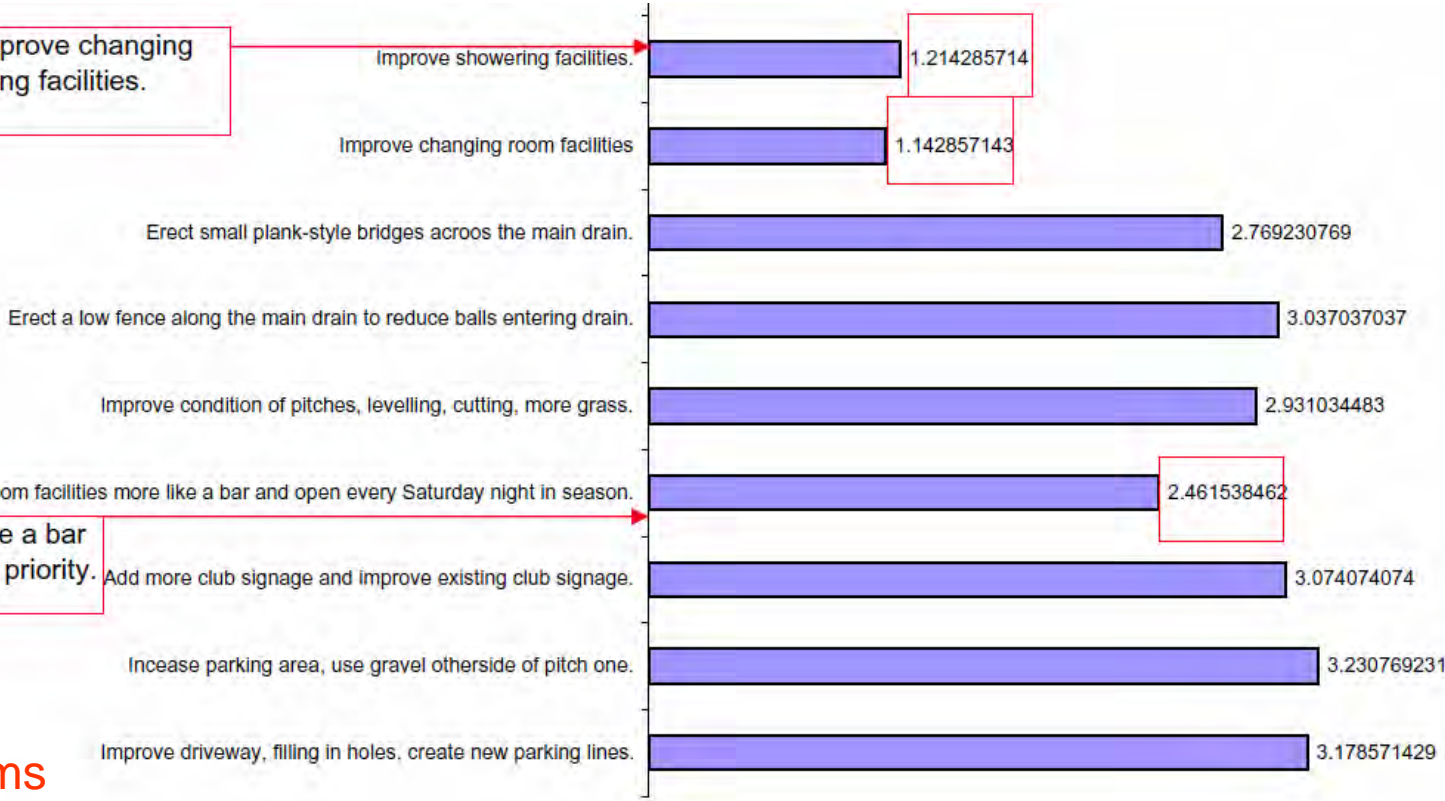
Refs  
Clubroom  
Changing Rooms  
Showers





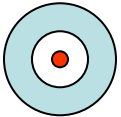
# Member Survey – 28 returns so far. Average Priority Rankings:

Biggest priority is to improve changing rooms and showering facilities.



Making clubroom more like a bar and open weekend night a priority.

Clubroom  
Changing Rooms  
Showers





**Socialising**  
**First & Fed Teams**  
**First Aid**  
**Clubroom**

Member Survey – 28 returns so far.  
 Average Priority Rankings:



Allocate best pitches to teams playing in highest leagues first.



Create a football gear trade/swap place on the website.



Create a training DVD library on the website.



Arranging more social events a priority.

Arrange more club social events - like trips to see the Pheonix play.



Ensure each team appoints a representative to attend committee meetings.



Control over player preparation and selection for Fed and First teams a priority.

Reduce the number of committee members from 12 to just 6.



Take more control over the selection of players for Federation and First Teams, selecting players from all divisions.



Ensure each team coach has attended an approved football coaching workshop (paid by sponsors).



Providing all teams with first aid kits a priority.

Provide first-aid kits for all team managers.



Liven-up the clubroom with more banners, scarves, posters, football images.



Clubroom appearance a priority.

Purchase a (sponsored) club minibus for all teams to use.





# HOW DO WE GO ABOUT ADDRESSING THESE NEEDS? WHAT NEEDS TO CHANGE TO MAKE A DIFFERENCE?

A strategy group was formed from the committee:

Steve Thomas  
Dave Norris  
Josh Easby  
Ken Graham  
Tony McIsaac  
Simon Lockwood  
Trudy Miller  
Bryan Woodall



A series of workshops took place to determine how we move forward as a club to secure future success and prosperity.

Essentially this took the form of a business review and restructure.

**Our results are as follows, and we seek your support to progress to detailed planning stage, including recruitment, task prioritisation and budget setting.**





# Record of contributions at CFC clubhouse Monday 18th October



## WHO DO WE SERVE? WHO DO WE AFFECT?

Our stakeholders are Primarily linked to Cambridge:

Senior Players

Junior Players

Sponsors

Community

Supporters

Suppliers

Local businesses

Volunteer workers

Council

Schools

Bank



And then linked to Football:

Bay of Plenty Waikato Federation

Soccer NZ





# WHAT IS OUR PURPOSE?

The club exists to meet sporting and social needs of members, and our committee facilitates between club assets and all stakeholders to achieve the following outcomes:

Club enjoyment

**Sporting success**

Personal fun

**Broad socialisation**

Member networking

**Personal fitness**

Personal well being

**Team spirit**

Club comradeship

**Club tradition**

Personal achievement

**Self esteem**

Growth pathways

**Inclusive culture**

Equal opportunities





# WHAT ARE OUR RESPONSIBILITIES? HOW SHOULD WE OPERATE?

The committee serves members and maintains the club constitution in accordance with declared values and traits, that are also integral to member beliefs and behaviour:



- Integrity
- Trust
- Safety
- Leadership
- Enthusiasm
- Passion
- Pride
- Direction
- Accountability
- Responsibility
- Ethics
- Standards
- Empathy





## WHAT DRIVES US? WHAT SHOULD OUR GOALS BE?

**Nurture and retain our youth players with a football and self-development pathway that is considered the best in the sport.**

**Enable every player to play for a club team in the highest league that reflects their ability and desire.**

**Provide self-funding social and football facilities that are considered by members as the best in the Waikato region.**

**Realise our goals and secure our future through prudent management of membership fees, sponsorships, events, grants and donations.**





## HOW WILL WE REACH OUR GOALS? WHO WILL MAKE THIS HAPPEN?

We have traditionally elected committee members and allocated tasks based on who we attract.

This year we have determined what needs to be done in the club, and now we seek committee members to take on CLEAR management roles and responsibilities.

**DELEGATION IS KEY – OTHER CLUB MEMBERS MUST HELP.**

# Teamwork







To nurture and retain our youth players with a football and self-development pathway that is considered the best in the sport.  
.....we need the following focus, structure and resources:

We shall focus on a male youth development team that school and junior team players aspire to join.

The Federation Team will meet this need, with a core of under-19 players and some senior players assisting.

Female youth players will be nurtured for the Women's First Team.

Management positions include: **Federation Team/Youth Development Coach** and **Federation Team/Youth Development Manager (CM)**.

These positions will work closely with schools and the CFC **Junior Team Manager, Junior Team Captain (CM)** and coaches, they will manage the U-19 male tournament and support women's tournament needs.





To enable every player to play for a club team in the highest league that reflects their ability and desire.

.....we need the following focus, structure and resources:

We shall focus on succeeding in the Northern League with a CFC First Team. The cost difference for playing in the Federation League is \$3,500 per year, we should strive to retain and grow our presence in the highest league possible.

Management positions include: **First Team Coach** and **First Team Manager (CM)**.

These positions will work closely with Federation Team Manager and Coach and the **Senior Club B Team Manager**. The pool of players for the First Team to draw upon will be from the Federation and B teams.

First Team players will be expected to play in the B team or the Federation Team if not selected for the First Team. B team players will be expected to aspire to play First Team football.





To enable every player to play for a club team in the highest league that reflects their ability and desire.

.....we need the following focus, structure and resources:

Senior Club C and D Teams will be expected to make players available to support the B and Federation Teams.

The Women's Reserve Team will be expected to make players available for the Women's First Team.

All Senior Teams (male and female) will **ensure the nominated coach attends a CFC-approved training course** and **each team member on sign-up will receive a CFC handbook outlining our vision, mission, purpose, values, goals and policies.**

Players will be required to refrain from contacting players from other teams regarding inter-team availability, only manager-to-manager communications will be permitted.





To provide self-funding social and football facilities that are considered by members as the best in the Waikato region.

And to realise our goals and secure our future through prudent management of membership fees, sponsorships, events, grants and donations.

.....we need the following focus, structure and resources:

We will appoint an **Equipment Manager (CM)** to manage all generic, club-supplied gear, such as team shirts/shorts, bottles, first aid, balls and cones and to oversee all specific, team-supplied gear, such as team tracksuits, t-shirts, bags (these items can be supplied by team members or sponsors but must be first approved by the committee).





To provide self-funding social and football facilities that are considered by members as the best in the Waikato region.

And to realise our goals and secure our future through prudent management of membership fees, sponsorships, events, grants and donations.

.....we need the following focus, structure and resources:

We will appoint a **Grounds Manager (CM)** to manage all playing fields (cutting, marking, nets, flags, lights) and the surrounding grounds (driveway, car park, drainage). This includes maintenance as well as replacements. This person delegates fixtures communication management.





To provide self-funding social and football facilities that are considered by members as the best in the Waikato region.

And to realise our goals and secure our future through prudent management of membership fees, sponsorships, events, grants and donations.

.....we need the following focus, structure and resources:

We will appoint a **Facilities Manager (CM)** to manage all Clubrooms and changing facilities.

The costs/revenue associated with meals and drinks are a key management requirement.

Security, appearance, provision of utility services are included, as is maintenance.

This person may delegate responsibilities to others on approval from the committee (e.g. Junior Club).

There may be remuneration for some parts of the role (e.g. delegated evening bar work).





To provide self-funding social and football facilities that are considered by members as the best in the Waikato region.

And to realise our goals and secure our future through prudent management of membership fees, sponsorships, events, grants and donations.

.....we need the following focus, structure and resources:

We will appoint a **Revenue Manager (CM)** to manage all revenue generated from grants, activities (events/fundraising), sponsorship and membership. It is expected that this person will manage revenue from **grants**, and delegate management of revenue from **activities, sponsorship and membership** to others on approval from the committee.



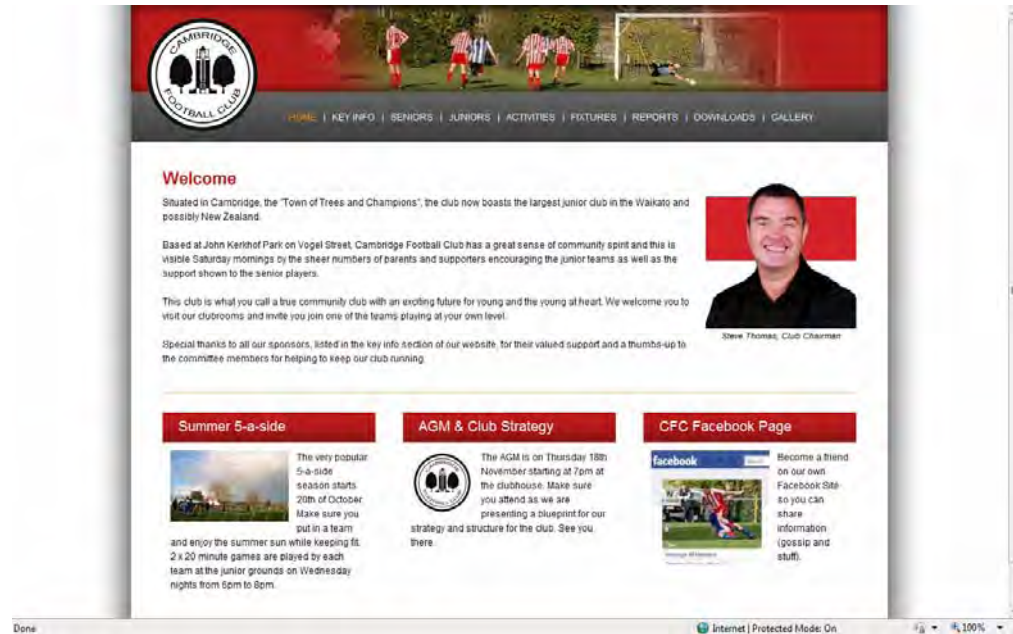


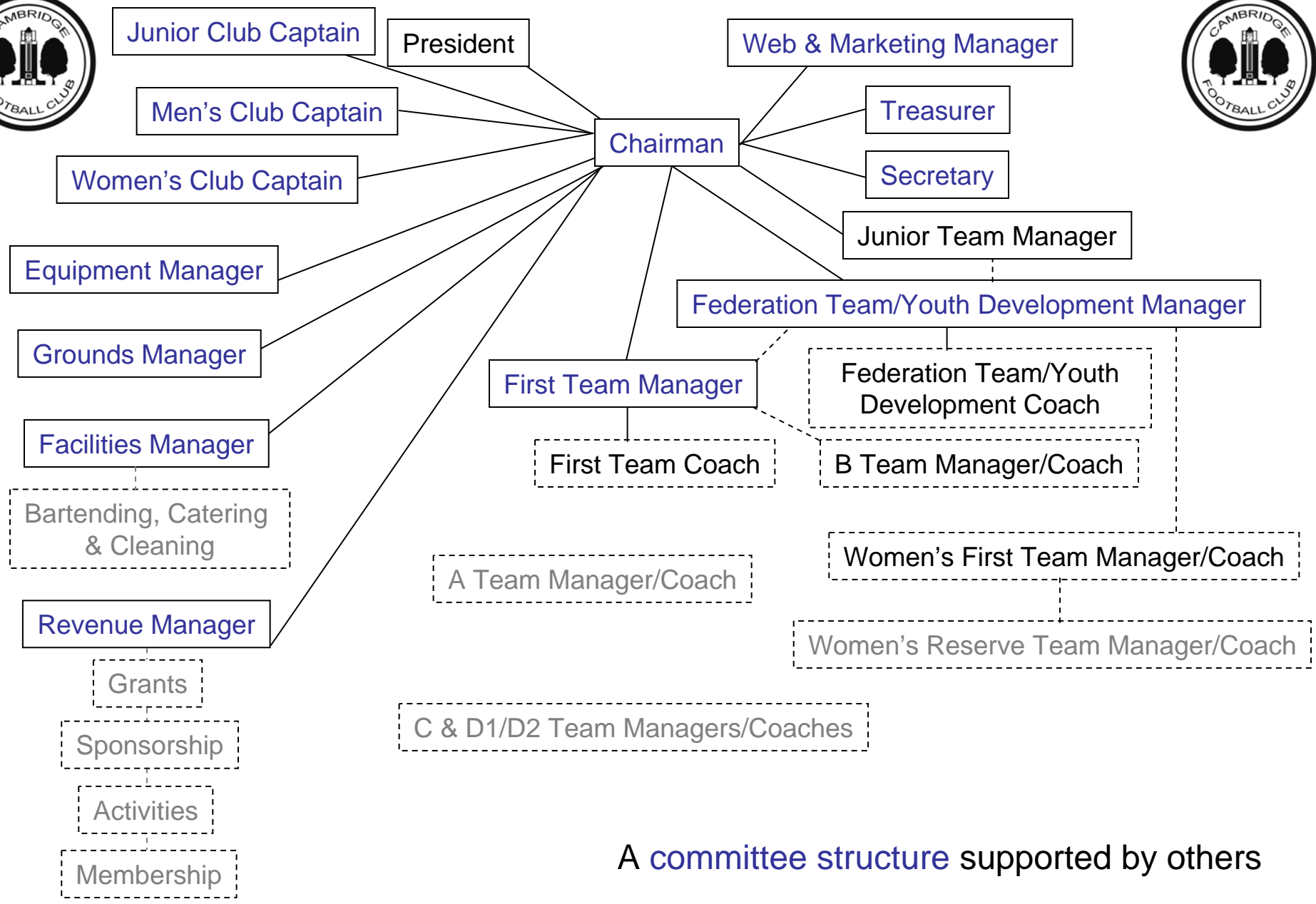
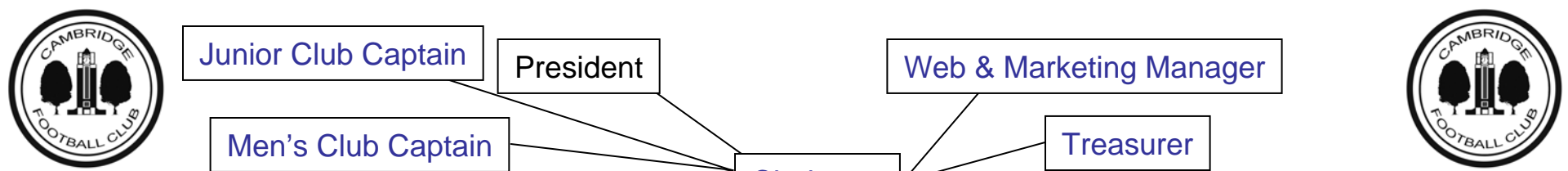
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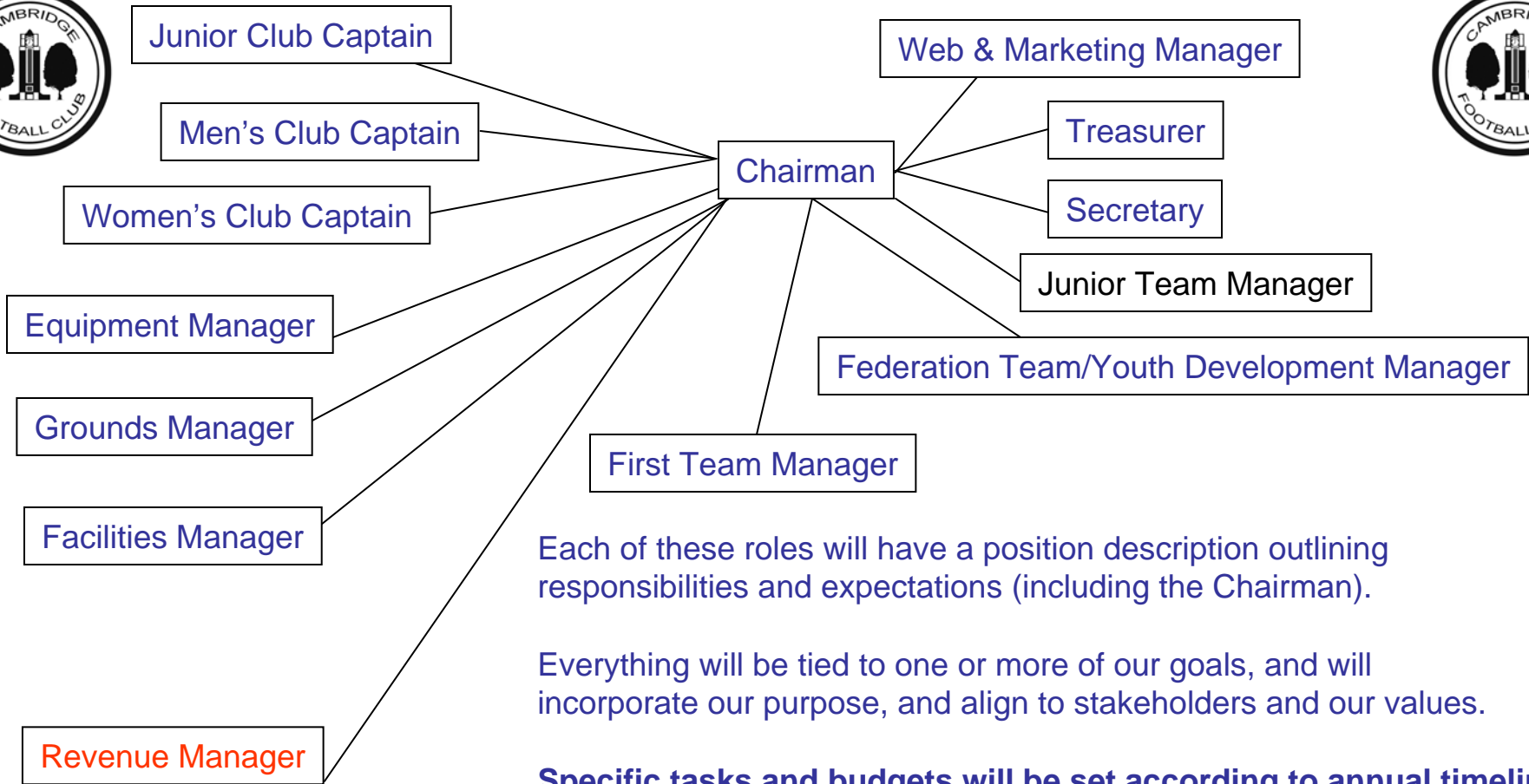
**A Web and Marketing Manager (CM) position will be created to manage the website and branding.**





A committee structure supported by others





Each of these roles will have a position description outlining responsibilities and expectations (including the Chairman).

Everything will be tied to one or more of our goals, and will incorporate our purpose, and align to stakeholders and our values.

**Specific tasks and budgets will be set according to annual timelines by each person using guidelines provided. This is how we can then ascertain the detailed tasks and budgets needed as a whole club.**



The committee will determine priorities with the Revenue Manager, and the Revenue Team, as these people will determine if revenue targets can be achieved. A sponsorship policy will dictate all contributions and ensure consistent revenue generation.



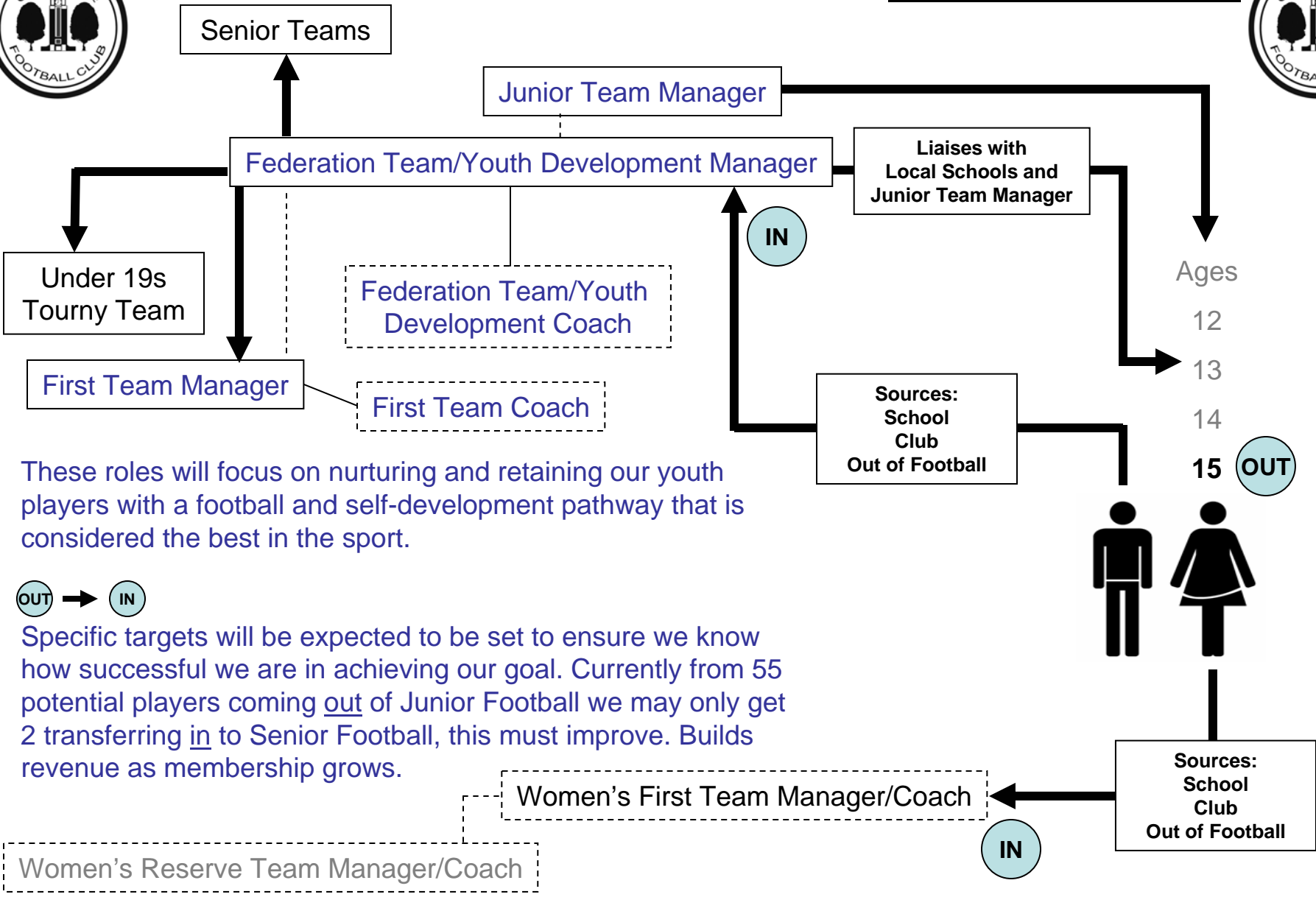


**Our Youth = Future Success**





# Youth Development Pathway



These roles will focus on nurturing and retaining our youth players with a football and self-development pathway that is considered the best in the sport.



Specific targets will be expected to be set to ensure we know how successful we are in achieving our goal. Currently from 55 potential players coming out of Junior Football we may only get 2 transferring in to Senior Football, this must improve. Builds revenue as membership grows.

*Women's Reserve Team Manager/Coach*





# Youth Development Pathway



All Whites  
 International Leagues (Liverpool)  
 A League (Phoenix)  
 ASB Premiership (Waikato)  
 Under 20s Summer Development

Chatham Cup  
 Northern League  
 Federation League  
 Under 19s

Federation/Youth Development Manager

First Team Manager

Federation/Youth Development Coach

First Team Coach

B Team Manager/Coach

Women's First Team Manager/Coach

These roles will focus on enabling every player to play for a club team in the highest league that reflects their ability and desire.

The best coaches and self-funding coaching facilities will be made available. Recruitment is all based on our ability to secure revenue, with budgets set by the First Team and Federation/Youth Development Managers. The B Team Manager, Equipment Manager, Grounds Manager and Facilities Manager all have key supporting roles to play.





**Got to keep our eyes on the ball**





# Next Phases

## End of November

Form the new committee

Confirm this Game Plan as the blueprint for our strategy

Add to website, communicate to members

Confirm Position Descriptions

Fill as many management positions as we can (applications invited)

Seek applications for First Team Coach

Seek applications for Federation Team/Youth Development Coach

## End of December

Filled all positions, specific plans/budgets set for years 1 and 2.

(Strategy committee to assist incoming people)

## End of January

Appointed Coaches

## Start February

Action plans, 3, 4, 5 years targets, especially Revenue Management based on managers budgets, that have been prioritised and approved by the Committee.





**Also, pre-season, let's..**



**Improve the showers.**



**Paint the changing rooms.**





# Questions?

# Answers?





END



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while many other residents see or hear what we do through media coverage.

**Our Vision:** To be recognised as a leading community-based football club that players aspire to join; benefiting from a supportive learning environment, with superior coaching, training facilities and equipment, and becoming part of a great self-funding social-club atmosphere.

**Our Mission:** To develop well-balanced, successful individuals who have the passion, commitment and capability to create pleasant and professional team environments throughout their lives; regardless of gender, physical abilities or background, through instruction of the technical, tactical, physical and psychological aspects of football.

**Our Values:** Our attitude and behaviour are guided by our eight club values.

Capability: we are responsible for player development and accountable for developing winning teams in all leagues and competitions chosen to compete in.

Professionalism: we abide by our code of conduct and commit to training and personal development programmes organised by our coaches and managers.

Unity: we are a club of many teams supporting each other in times of need, ensuring the collective drive of the club is harnessed for our future success.

Achievement: we are focussed on overall player development and retention as our future success is built on talent identification and competitive excellence.

Leadership: we provide effective club leadership, exemplary coaching and insightful sports education to achieve our vision and undertake our mission.

Teamwork: we make decisions based on what's in the best interest of our players without compromising our cohesive and inclusive club environment.

Collaboration: we promote the clubs facilities and membership benefits for the overall betterment of the Cambridge community and our supporting sponsors.

Passion: we enjoy playing football for the club and are loyal to the game, the club and our fellow members.

### A Proud History

The Cambridge Football Club was formed in 1948 with 2 Junior Teams but held its first official meeting on 20th March 1951.



Done  
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7:57 PM





Junior Club Captain

President

Web & Marketing Manager

Men's Club Captain

Chairman

Treasurer

Women's Club Captain

Secretary

Equipment Manager

**Example PD: Facilities Manager**

**Role:** To manage the clubroom and changing facilities.

**Responsibilities:** Manage the costs/revenue associated with meals and drinks. Manage security, appearance of building, provision of utility services and maintenance. Ensure sufficient stocks maintained cost effectively, food made available on match days and training nights. Ensure facilities are clean and safe, and services adequately resourced and all accounts are in order.

**Delegation:** May delegate responsibilities to others on approval from the committee, such as bar work, catering and cleaning .

**Key Actions:** Prepare work plan and budget for upgrading the changing rooms and shower facilities with three budget options, low cost/short term, medium cost/term, and high cost/long term. Prepare work plan for enhancing the ambience and facilities within the club room with the same budgeting approach. Make recommendations on food service facilities and appoint appropriate caterers. Set budget for bar takings and meal takings, make recommendations for how to increase profits. Ensure club policies, required signage and promotional items are displayed appropriately.

**External relationships:** Liaise with local suppliers and ensure local council codes are adhered to.

**Internal relationships:** Revenue Manager for funds and Activities, Web & Marketing Manager for communications and branding, Equipment Manager for storage needs.

Note: There may be remuneration for some parts of the role (evening bar work).

Grounds Manager

Facilities Manager

Bartending, Catering & Cleaning

Revenue Manager

Grants

Sponsorship

Activities

Membership

