

Plympton Sporting & Recreation Club Inc.



Strategic Plan 2016-2020

*Created by Strategic Plan Sub-Committee
March 2016 Version*

A Message from the President

On behalf of the Plympton Sporting and Recreation Club Inc. (PSRC) committee, I am pleased to present to our valued stakeholders, the PSRC Strategic Plan for 2016-2020.

In developing the plan a significant amount of time was spent thinking about the elements we see as being truly valuable to the club and in keeping with the role of PSRC. As a result we have established 4 club focus areas.

Member and Community Engagement
Financial and Business Management
Sporting Code Operations
Facilities and Infrastructure

We strongly believe these areas align well with our broad range of stakeholders including our members, staff, players, volunteers, City of Marion and our local community.

We have produced a concise document with a focus on strategies and key actions which are aimed at making our Club more successful both on and off the field. These include attracting more sports to Plympton, strengthening the club's volunteer base and improving our communications and marketing.

In refreshing our club focus areas, strategies and key actions for the coming five years, it was important to understand where we have come from. We are extremely proud of our achievements in recent years, which we believe demonstrate our commitment to the clubs future. These achievements have also allowed us to show our leadership in the City of Marion sporting arena, along with the broader community.

With incredible support from our sponsors, the Office of Recreation and Sport, Marion Council, Clubs SA, SA Community League (SANFL), the AFL and the Department of Infrastructure and Regional Development we have been able to achieve some significant improvements to our facilities. These include an upgrade of our oval lighting, an increase in the size of our club-room facilities including the provision of female change rooms, new cricket training nets and most recently we have been putting the finishing touches to a major kitchen and bar refit to improve members experience and better cater for multi-purpose use and hiring for functions.

The above could also not have been achieved without the tireless efforts of many volunteers.

The PSRC truly value giving back to the junior teams, after all that's where most of us started many years ago. Our dedication to keeping the spirit and values of PSRC alive can be seen in the incredible growth of our junior teams. We couldn't have achieved this growth without the amazing support of the junior co-ordinators, dedication of parents and the enthusiasm of the kids. If you have successful junior programs you have a successful club and we are proud that many of our junior players have transitioned to become senior players and helped the senior football teams win 5 premierships in recent years and move up divisions.

Senior cricket and soccer have and will also see the benefits of a strong junior program filter into a solid and successful retention of players and will maintain our club as a go to club in our region.

This plan will play an integral role in guiding our club over the next five years. As a committee we are excited by the collective challenge of making PLYMPTON the premier club.

Trevor Bruce
President, Plympton Sporting and Recreation Club Inc.

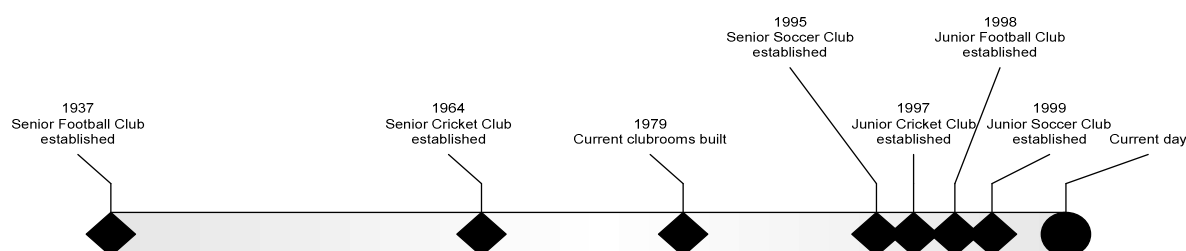


OUR CLUB AT A GLANCE

The Plympton Football Club was established by local resident Robert P McGhee in 1937. An important quality to Robert was strong family values. This is something he used to create the overall ethos of the club. To this day, the club still upholds a strong family orientated culture.

In time the club evolved into The Plympton Sports and Recreation Club (PSRC). This occurred in 1979 after the joining of the football and cricket clubs under the one banner. During this time, the current clubrooms were also built.

The following timeline illustrates how much our Club has grown since inception.



Members	650
Total teams across all Codes	32
Senior participation	75 football, 35 Soccer, 50+ Cricket
Junior participation	250 football, 110 Soccer, 75 Cricket
Auskick (AFL)	60 juniors on average over last 3 years
MiniRoos (Soccer)	12 junior participants
T20 Blast (Kanga Cricket)	32 junior participants (from 8 two years ago)
Milo in2cricket	22 junior participants (from 8 two years ago)

Major on-field achievements in recent years

A grade football premiers in 2011 and 2013 – progressed from Division 5 to Division 3

Junior U14 & 15 soccer runners up this year (1998) state league

Major off field Events held in recent years

Host of Glenelg Junior Development squad games at Under 13, 14 and 15 levels

50th Anniversary of Plympton Footballers Cricket Club (2014-15 season)

Annual Christmas Community event

Major facilities upgrades in recent years

Clubroom extension and kitchen and bar refit to improve members experience and cater for multi-purpose use and hiring for functions. Our clubrooms are now DDA compliant.

Upgrade of oval lighting to Australian standards to enable more junior/senior sport to be played and improve the standard and safety at evening training sessions.

Increased the size and generally refreshed our change-room facilities. This has included the provision of female change room facilities.

New cricket training nets and centre pitch area.

MISSION STATEMENT

To provide a friendly and safe environment for all our members, young and old, to enjoy the many values of sport and the social aspects of a community based organisation.

VISION

To be a strong, respected and admired sporting and community organisation that is a 'club of choice' within the City of Marion and the broader region.

'A club that once you join, accepts you as a part of our family'

OUR VALUES

Our values are based on our shared beliefs – they guide our behavior

- Embrace and respect diversity and inclusion
- Act with integrity
- Progressive and innovative for our club's future
- Work collaboratively with our sporting and community partners
- Contribute to the health and wellbeing of communities

OUR SPORTING CODES

At the time of updating the plan, the Club is the home base for the following

- Plympton Football Club incorporating Senior and Juniors
- Plympton Bulldogs Soccer Club incorporating Seniors and Juniors
- Plympton Footballers Cricket Club incorporating Seniors and Juniors

In developing and updating the plan, we asked our sporting codes, both senior and junior to provide us with their respective views on their current strengths and weaknesses.

Clearly our sporting codes feel they are being held back by a lack of playing space which is inhibiting capacity to grow and offer increased local community participation. This issue is acknowledged within the key focus areas of the 2016-2020 plan.

We also asked them to have a think about 'where they want to be in 2020' and the action and strategies they plan over the coming years.

The following table provides a snapshot from the process. Whilst it is not the role of the complex committee to 'run our sporting codes' we are excited by their positive aspirations and the support that we will be providing to help the codes get to where they want to be in 2020.

	Cricket	Football	Soccer
Where do want to be in 2020?	It should be the ambition of the club to play four senior sides and an u15's, U 13's U11's and U9's.	Field teams in every grade (across both Senior and Junior competitions) with junior and senior female football	Juniors to be playing in the Premier league, 3 Senior teams (A grade, B grade & U18s) to be playing in State league, 2 Senior teams to be playing in Amateur league

How are you going to get there?	That will happen through the continued development of our juniors and through the club being recognised as being one where a good standard of cricket is played and is welcoming to all newcomers.	Tap into available resources to keep driving opportunities	To gain entry into the Premier League, the Junior committee will need to coordinate and recruit 2 new Senior State League teams and establish an U18 team, largely from within its current junior program.
How are you going to stay there?	-Maintaining strong junior system. -Successful teams	-Foster a strong relationship with senior football club and develop Under 18 retention. -Develop systems to ensure smooth running of the club and smooth transition when key people move on	Ensure we continue to attract new and vibrant people interested in helping manage the club and keep it growing

CLUB FOCUS AREAS

The process of updating this plan has included some brainstorming on what we see as the role of the PSRC. This has led to the establishment of 4 '**Club Focus areas**' that we believe align well with our broad range of stakeholders including members, staff, players, volunteers, the City of Marion and our local community.

Member and Community Engagement

- The club provides opportunities to participate in sporting and social activities within the local community. Engagement within the club and the community is critical and ongoing to the future of the club.

Financial and Business Management

- The PSRC has an ongoing responsibility to ensure the financial success of the club into the future.

Sporting Code Operations

- With multiple sporting activities and opportunities, the PSRC has a support role in providing the necessary facilities, equipment and human resources to assist the codes to maximise their potential and attract new players, members and sports.

Facilities and Infrastructure

- The PSRC adopts a planning and maintenance role, and engages with Marion Council to ensure the best possible facilities and infrastructure are provided, and ensures opportunities for further expansion via external grant funding and partnerships are maximised.

Club Focus Area 1 – Members and Community Engagement

Objective:

To develop and enhance our relationships with current members, past players and the local community.

Key issues

- Without our sporting success, the club would soon find itself struggling to make ends meet. To be a strong community club we need increased participation from our sporting and community members and we currently don't have that.
- People don't know who we are and what we have to offer, due to a lack of focus on communications and marketing of club offerings
- Retention/growth in the numbers of volunteers will enhance our potential to grow our club and sponsorship base.

Strategies:

- Increase participation through improved communication, event and function offerings
- Promote club activities through local schools
- Increase club membership from the local area
- Continually review and refresh the content of the club website and Facebook page
- Ensure the club name better reflects the nature of the club
- Recruit volunteers for participation at all levels of club activity
- Apply for funding that aims to increase options for older people to participate in club activities
- Expand the sub-committee concept to provide more opportunities for volunteer participation which will spread the workload of the clubs many volunteers

Key actions 2016-2020

- Commitment to providing weekly communications with our members and past players
- Appoint a Communications Officer and Volunteer coordinator
- Develop a Marketing and promotion plan
- Propose to members a change of name to Plympton Sports and Community Club
- Establish a network of local Retirement Homes and offer activities at our club
- Pro-actively recognise the contribution of our volunteers

Club Focus Area 2 –Financial and Business Management**Objective**

To ensure the club is profitable and financially sustainable in the long term.

To ensure all operations are conducted in a professional manner.

Key issues

- There is a reliance on bar, canteen and barbecue takings, raffles and sponsorship for income to help offset the expenses incurred to run our club and support our sporting codes. In an ideal world we would have growing and more diversified income streams.
- People (including potential sponsors) don't know who we are and what we have to offer (including a proud history of sporting success stories).
- We have under invested in promoting and marketing ourselves and have not capitalised on other income generating opportunities.

Strategies

- With the recent re-development of the Bar and Kitchen, the club now has a first class facility and offering that the community should be made aware of
- Make club facilities available for hire during weekdays
- Target skilled people for club management and other positions
- Ensure PSRC governance structure facilitates the club's current objectives/position
- Develop strategy to attract sponsors from the social member base
- Maintain and develop relationship with sponsors
- Timely financial reporting to the committee on both PSRC finances and those of the sporting codes

Key actions 2016-2020

- Appoint a part-time Administration/Finance Support Officer to free up Club Manager to focus more on marketing and promoting the club
- Monthly reporting to be implemented for the committee that includes:
 - Actual bookings of facilities in the forward months
 - Strategies/initiatives to attract bookings/events
- Development of a Marketing and promotion plan
- Continuation of a designated Grants Officer within committee to attract funding that supports both the operations and capital requirements
- Review sponsor packages and individualise, as far as practical to enhance sponsor satisfaction

Club Focus Area 3– Sporting Code Operations**Objective**

Provide our sporting codes with the resources they need to be successful (e.g. human resources, equipment, playing fields).

To consistently be a top performing club attracting, recruiting and retaining playing members through quality junior and senior coach and training programs, thus optimizing the prospect of our junior players progressing to senior level.

All teams are respected for on field competitiveness and spirit.

Key issues

- Succession planning around key club roles
- Consideration regarding additional sporting uses (e.g. netball, ladies football etc.)
- Opportunities to improve communication between sporting codes and PRSC which encourage proactive decision making and provide opportunities to share resources and increase involvement

Strategies

- Timely financial reporting to the committee on PSRC finances and those of the sporting codes
- Increase the forums available for the PSRC and the sporting codes to share information, brainstorm ideas, provide feedback, ideas, support etc.
- Offer incentives to the sports to generate extra revenue streams – re-invest in the sports

Key actions 2016-2020

- Committee to continue its open door policy with the sporting codes to encourage open communication, issue awareness and pro-active advocacy on behalf of the codes as required
- Following each AGM, representatives from all the sporting codes are required to attend the first committee meeting to meet the new team and be made aware of the club's strategic plan
- Continue to ensure that the committee receives monthly reports from the codes that include:
 - Planned events during month
 - Updates on recruiting, sponsorship, fundraising
 - Incident reporting
 - Facilities and equipment maintenance issues

Club Focus Area 4 – Facilities and Infrastructure**Objective**

To provide high quality facilities that continue to service our current players, supporters and members and enhance the opportunity to grow our club as and when they present themselves.

Key issues

- We lack the necessary green space to fully enhance our potential as a go to club, in particular our junior sports potential. Put simply, we presently cannot accommodate the needs of our existing sporting codes let alone those that would like to use our clubrooms as their base, this limits future growth and expansion of codes
- Our lack of playing space inhibits our capacity to grow local community participation at the club
- Oval surface suffers from heavy traffic and is prone to water retention in seasons of heavy rainfall

Strategies

- Advise/meet with Council and local members to share the clubs vision and opportunities for future growth and infrastructure requirements
- Partnering/positioning to capitalise on new green space opportunities
- Partner with Council and other bodies to focus on immediate and longer term issues (e.g. ground leveling, irrigation and drainage upgrade)
- Focus on upgrades that provide us with opportunities to grow our income streams (e.g. purpose built function room/dining)
- Precinct master plan
- Establish list of sporting/recreational equipment and facilities in need of repair, upgrade or replacement and prioritise for action (e.g.. Concrete outside licensed area)

Key actions 2016-2020

- Develop a checklist of mandatory items that need to be checked and communicated with Council where necessary
- Biannual audits co-inciding with end of winter (September) and summer (March) seasons to identify equipment and facility repairs
- Develop an action plan to prioritise, fund and schedule identified repairs that are the club's responsibility
- Continuation of a designated Grants Officer within committee
- Work on a strategy to obtain funds via the Office of Recreation and Sport and Council to improve the drainage / low spots etc.
- Implement recommendations from Energy Report
- Place part of our operating profit in a sinking fund

OUR STRATEGIC PLAN IN CONTEXT

The 2016-2020 Strategic Plan has been developed by the committee and the input of our sporting codes; it considers the aims and needs of a range of stakeholders including members, staff, players, volunteers, the Marion Council and our local community. Importantly it also aligns with the following State, Local and Federal level plans.

Marion Council Strategic Plan 2010-2020	Dept of Recreation and Sport	State Strategic Plan	Federal Government Australian Sports Commission 'Australian Sport – The pathway to success'
<p>CW4 Healthy lifestyles and healthy communities:</p> <p>CW4.1 Develop open spaces and recreation facilities that support active communities and healthy environments</p> <p>CW4.2 Increase opportunities to improve the community's physical, mental and spiritual health and wellbeing</p> <p>CW4.3 Support healthy and safe environments for people to live and work</p> <p>CV2 Embracing diverse cultures and communities:</p> <p>CV2.1 Actively support the development of a multicultural, inclusive and welcoming community</p>	<p>To increase participation in active recreation and sport.</p> <p>To improve access for South Australians of any gender, ability and cultural background to active recreation and sport facilities.</p> <p>To support capacity building for the active recreation and sport sector in South Australia through the development of new or existing sustainable facilities.</p>	<p>T2.2 Healthy weight: increase the proportion of South Australians 18 and over with healthy weight by 10 percentage points by 2014.</p> <p>T2.3 Sport and recreation: exceed the Australian average for participation in sport and physical activity by 2014.</p> <p>T2.4 Healthy South Australians: increase the healthy life expectancy of South Australians by 5% for males and 3% for females by 2014.</p>	<p>2. Increasing the number of Australians participating in sport</p> <p>Supporting our sporting organisations to enhance community participation and social inclusion</p> <p>Supporting people with disability and athletes with disability</p> <p>Breaking down the barriers to women's and girls' participation in sport</p> <p>Building places to play</p> <p>3. Strengthening sporting pathways</p> <p>Supporting our volunteers and community coaches and officials</p>







