



PICTON RANGERS FOOTBALL CLUB CLUB DEVELOPMENT PLAN

Updated February 2021



ACKNOWLEDGEMENTS

The Picton Rangers Football Club acknowledges the time and effort of all current and past committee members, volunteers and contributions from our footballing community. Our clubs footballing story would not happen without your efforts.



CLUB DETAILS

PURPOSE OF THE CLUB (MISSION STATEMENT)

“The Picton Rangers Football Club provides a welcoming, safe and inclusive environment for our football community. We encourage our players, coaches, referees and supporters to enjoy the world game through active participation and continual improvement”

CLUB STRUCTURE

President: Trent Slater (president@pictonrangersfc.com.au)

Vice President: Kim Johnson (vicepresident@pictonrangersfc.com.au)

Secretary Illawarra: George Meechan (fscsecretary@pictonrangersfc.com.au)

Registrar Illawarra: Chantal Miranda (fscregistrar@pictonrangersfc.com.au)

Secretary Macarthur: Shauna Mazuran (mfasecretary@pictonrangersfc.com.au)

Registrar Macarthur: Rochelle Luhr (mfaregistrar@pictonrangersfc.com.au)

Treasurer: George Johnson (treasurer@pictonrangersfc.com.au)

Mini Roo Coordinator: Paul Turner (minirooms@pictonrangersfc.com.au)

Coaching Coordinator: Andrew Merchant (ccc@pictonrangersfc.com.au)

OTHER KEY POSITIONS:

Publicity Officer: Sonya Feeney (publicity@pictonrangersfc.com.au)

Social Items: Scott Miranda (marooch13@hotmail.com)

Gear Steward: Katherine Whittaker (gearsteward@pictonrangersfc.com.au)

Grounds Team Leader: Adam Feeney (publicity@pictonrangersfc.com.au)

Member Protection: Nathan Cameron (mpio@pictonrangersfc.com.au)

Grants Officer: Andrew Merchant (grants@pictonrangersfc.com.au)

Sponsorship and Infrastructure: Mick Dalrymple (sponsorship@pictonrangersfc.com.au)

Catering and canteen: Katherine Whittaker (canteen@pictonrangersfc.com.au)

ACTIVITIES

Picton Rangers football club (PRFC) was established in 1971. The PRFC participates in both the Illawarra/Football South Coast, (FSC) and Macarthur Football (MFA) leagues. FSC consists of youth, reserve and first grade football. M.F.A consists of age groups from U6's – U17's (boys and girls), mens over 35's and all age womens teams.

FACILITIES & ASSETS

Picton Rangers Football Club occupies two sporting facilities in close proximity within the Picton Township. Our traditional home ground of Hume Oval contains changerooms, amenities, canteen, floodlights and storage facilities that were built by previous members of the Club. We value this facility as it is an important piece of PRFC history and carries important legacy of our club's community and volunteer spirit.



Due to our rapidly expanding membership and limited capacity at Hume Oval, in 2018 Picton Rangers began use of a newly established sporting precinct at Fairleys Road. This facility contains amenities, floodlights and a canteen currently in operation. In 2020 new facilities will be established in collaboration with Local and State governments to establish both male and female changeroom facilities along with upgraded floodlights and improved amenities and storage capacity.

MEMBERSHIP

In 2020, Picton Rangers fielded 28 teams across our divisions with over 280 players. Our club consists of 29% female players including three female teams (U9, U14 and Macarthur open-age first Division). Our membership has increased between 4% and 8% annually over the last 5 years.

FINANCIAL STATUS

Picton Rangers Football Club (PRFC) is a non-profit organisation that exists purely for the benefit of our members. As such, club finances are distributed with a view to achieving an optimal set of club facilities and services. PRFC maintains a positive financial status throughout the fluctuations in income and expenditure within each calendar year. Please contact us for up to date details.

ADDITIONAL STATEMENTS GOVERNING CLUB PLANNING AND ADMINISTRATION:

Picton Rangers Football Club inclusiveness statement:

“Picton Rangers Football Club welcomes all players, coaches and volunteers to participate in our organisation for the benefit of all of our members. Our club strives to be the leader in providing a welcoming organisation through effective communication and considered introspection regarding all matters of inclusivity”.

Picton Rangers Football Club female participation statement:

“Picton Rangers Football Club seeks to provide an inclusive and supported environment for all female players to achieve their highest standard of football. To achieve this, we aim to support our players, coaches and volunteers both on and off the field by fostering an environment of equality and respect”.



CURRENT SITUATION

This section provides an overview of your previous club development plan. If you do not have an existing plan to review, you may choose to examine the history and main achievements of your organisation to date.

KEY ACHIEVEMENTS

Club vision and mission:

The Picton Rangers Football Club has updated both its mission and vision statements to ensure they reflect a contemporary setting. These are now presented on our Clubs website and included in this development plan. These statements work together with our dedication to fostering an inclusive environment that celebrates and values diversity.

Player retention and growth:

In the last 5 years (2016-2019), the PRFC membership has grown over 30% in player numbers. Consequently our Club now utilises two sporting precincts within the Picton Township (Hume, Fairleys Road). Please refer to the “facilities” section for further information. Our playing members largely live within close proximity of the Picton township (<10kms from our venue). Anecdotally, it appears rare that a PRFC player will leave to a neighbouring club with the exception of talented players leaving for development programs at Macarthur Rams. Conversely, PRFC often attracts players from neighbouring clubs either due to preference or our ability to accommodate players throughout the majority of age groups.

Volunteer development:

The PRFC prides itself on the support and resources offered to our valued volunteers. In recent years, commensurate with our increasing membership, recruitment of volunteers for our Club has risen sharply. Our Club has formalised support structures for these volunteers and substantially increased its lines of communication (please refer to “Analysis of issues and opportunities” section below)

Partnership Development:

Our club has developed a strong online presence to improve communication with our members as well as sponsors and local government agencies. Club and team sponsorship have increased substantially across all divisions and age groups with all teams having at least one shirt sponsor. Connection with our sponsorship base has improved, not only through the development of our online presence, but also the establishment of a designated position on the committee to govern sponsorship arrangements.

Creating a Welcoming Environment for all:



The PRFC membership consists of a range of backgrounds (socioeconomic, religious) spanning all age groups. PRFC has a strong representation in female participation with female players in all junior age groups up to U11, alongside U9, U14, and senior female teams. The PRFC has recently launched a recruitment drive for female players across all junior age groups to ensure we can accommodate as many players in female-only teams as possible. These efforts consist of female only training days and, upon registration discounted equipment.

Promoting positive behaviour:

The PRFC has always adhered to its zero tolerance of inappropriate behaviour. Spectator code of conduct information is now displayed at our grounds and also on our website and social media platforms. We emphasise that it is the responsibility of all members to report inappropriate behaviour. The PRFC enable this by ensuring clear lines of communication and anonymous reporting procedures. Information on this and short statements on the clubs philosophy regarding junior sport are also provided to coaches. In addition, the development of our “game day” volunteers (referees aged 10-14) is prioritised and includes adult oversight on every match (see also “Developing Match Officials” section)

Communication and Marketing:

In 2020 the PRFC launched its new website and social media pages to increase the clarity and consistency of our communication to both members and the broader community. This step has improved our relationship with Club sponsors (including attracting new sponsors, see “Partnership Development” section)

Coach development:

The PRFC has a strong record in recruiting coaches for both junior and senior teams. The PRFC offers financial support to our members for completing FFA accredited coaching courses. Our club reserves a position on the committee for a coaching co-ordinator who communicates regularly with our coaching staff to provide support and ensure that all coaches understand that our club appreciates their contributions.

Safety and Risk Management:

With the development of our new website and facilities, a range of safety and risk management protocols are in place to ensure the safest environment for our members. Club and association policies are all listed on our website and referenced in welcome packs to our new and renewing members.

Facility development and management:

The PRFC now occupies two separate facilities within the Picton Township. Amenities (canteen, changerooms) at our Hume oval facility were built by Picton Rangers volunteers and represents a significant part of the clubs history. In collaboration with Council, PRFC has maintained this site throughout the football season for the benefit of both its members and the local community. In addition, PRFC secured \$40,000 through a Federal Government grant to build new carparking facilities. This was



completed in 2019 (in collaboration with club volunteers who donated significant materials and heavy equipment) significantly improving the safety of the site by improving traffic management.

Due to the rapid expansion in player membership, the PRFC now also occupies the Fairleys Road facility. The site includes 2 full size football fields as well as adjacent areas for junior football. At present, onsite facilities include toilets and a canteen. In late 2019 PRFC in collaboration with the State Government of NSW, secured \$1,000,000 for the construction of new changeroom facilities at the Fairleys site. This will include new changerooms, amenities, boardroom and storage facility. In a regional first, the facility will include both male and female changerooms for both home and away teams. The PRFC owns a large range of sports equipment, clothing and catering equipment. These include (but is not limited to) >30 teams of shirts, portable goals, semi-permanent goals, BBQs and canteen equipment etc.

Creating recreational opportunities:

The PRFC creates a range of recreation opportunities, some of which are linked to our fundraising efforts. Our Club participates in summer football (6 a side) competitions (Mt Annan, Macarthur and Tahmoor competitions) and occasionally plays in regional cup competitions across the state. In addition, our club runs regular social nights, golf days and special events (Australia day activities, movie nights) to add to our community engagement and social cohesion.

Developing Match Officials:

The PRFC maintains a position on our committee for a “Miniroos” coordinator who oversees the gameday organisation for junior match officials. As stated above, our club offers financial support for both FFA accredited coaching and refereeing courses for our members.

ISSUES STILL CURRENT

Several priority issues have been identified regarding current operations that the PRFC committee (and its members). These include:

Player retention and growth

Our female participation rate is increasing rapidly; however, it remains difficult to field full female teams, particularly in the latter age groups, (>U12 where a female only team becomes mandatory). Management of the registrations to junior teams (both male and female) to ensure adequate numbers across all age groups is a major challenge. This includes over-subscription to particular age groups.

Volunteer development:

Despite significant improvements in the last 5 years and a recognition that we perform above average in this regard, the PRFC faces challenges in attracting and retaining volunteers. This issue becomes acute in the operation of our off-field matchday volunteers canteen/field setup (canteen is a significant fund-raising source for our club).



Partnership development

As with any volunteer-based sporting organisation, the PRFC is acutely aware of its annual financial status. The PRFC maintains a positive financial position, however challenges remain in securing a magnitude of sponsorship support to provide teams with appropriate equipment and infrastructure.

Coaching development

Promoting, recruiting and maintaining member interest in coaching and refereeing is a major challenge for the PRFC. Appropriate training and support for both coaches and referees is identified as a significant and ongoing challenge. In addition, the PRFC has a proud history of participation in both the FSC and MFA league competitions. Challenges remain regarding the communication and collaboration of club members between the two leagues.

Safety and risk management

The PRFC regularly recognises off-field safety issues that require attention that do not commonly fall under the general policies associated with sporting participation. These include traffic management at our facilities and occupational health and safety issues regarding equipment transport and the sanitary state of our facilities.

Facility development and management

The PRFC occupies two sporting facilities in close proximity to each other (Hume Oval and Fairley's Road). Both facilities are shared among a range of other sporting organisations. Issues regarding co-occupation (double bookings, facilities management) and servicing of the facilities (cleaning of the amenities) arise on a regular basis. The combined effects of occupying multi-use sports facilities at 2 separate locations is a large undertaking for our volunteer organisation. Field setup and the transport of equipment (goals, balls, tables, canteen stocks) is both time consuming and, in cases introduces risk (traffic, heavy lifting). The new development at Fairley's road (mentioned above) will alleviate these pressures.

Developing match officials

The recruitment of match officials for the higher levels of training and adjudication remains a challenge. This is compounded by an elevated attrition rate in our player numbers around the U12-14 age group.



ANALYSIS OF ISSUES AND OPPORTUNITIES

In this section, you need to discuss the issues facing your organisation and the opportunities available to address the issues. These issues should be grouped into Key Result Areas to enable strategies to be developed for each issue. You should refer back to these issues and opportunities when developing actions.

KEY RESULT AREAS

The PRFC have identified the following key result areas:

- Player retention and growth
- Volunteer development
- Partnership development
- Coaching development
- Safety and risk management
- Facility development and management
- Developing match officials

ISSUES AND OPPORTUNITIES

KEY RESULT AREAS	ISSUES	OPPORTUNITIES
<i>Example:</i>		
<i>Player retention and growth</i>	<i>Club faces challenges to provide equitable opportunities for all prospective members due to age group gaps.</i>	<i>A systematic and well communicated approach to registration will help alleviate this problem. Increased numbers will also mitigate this issue.</i>
<i>Volunteer development</i>	<i>Challenges remain to attract 'off-field' volunteers (grounds management, canteen etc)</i>	<i>Increased communication with members will help not only volunteer uptake but promote club cohesiveness.</i>
<i>Partnership development</i>	<i>Sponsorship and financial contributions to the club are required to provide additional equipment for our growing club</i>	<i>A dedicated committee member to gather and communicate sponsorship arrangements, coupled with improved publicity will increase revenue.</i>
<i>Coaching development</i>	<i>Coaching recruitment and oversight of quality could be improved</i>	<i>Increased communication and coordination can foster stronger club cohesion and identity throughout the junior age groups.</i>
<i>Coaching development</i>	<i>Some coaches are reluctant to spend time and money on coaching certificates</i>	<i>Club provides and communicates financial support, particularly among younger coaches seeking to coach at STC and GTC levels.</i>



KEY RESULT AREAS	ISSUES	OPPORTUNITIES
<i>Safety and risk management</i>	<i>Off-field safety and risk management issues arise periodically</i>	<i>Such issues will be discussed at the beginning of committee meetings as a priority. A separate agenda item will be included to reserve this priority. Any urgent issues will be circulated via the committee/website feedback immediately.</i>
<i>Facility development</i>	<i>Current lack of changerooms and potable water at our Fairley road site diminishes our junior players experience</i>	<i>Funding has been secured to correct this, however planning and development has been slow. Additional communication with local government is required.</i>
<i>Facility development</i>	<i>Maintenance and administration of facilities is occasionally lacking</i>	<i>Additional communication with local government and other sporting codes would be beneficial.</i>
<i>Facility development</i>	<i>No comprehensive record of assets exists</i>	<i>A comprehensive list of club assets would assist in recognising gaps and managing existing resources</i>
<i>Developing match officials</i>	<i>Need to promote interest in developing interest in higher-levels of match refereeing.</i>	<i>Similar to coaching arrangements, both increased communication and financial incentives could be offered. A specific club sponsor for this program could be arranged.</i>



VISION, GOALS AND OBJECTIVES

VISION

Building upon a 50-year history of semi-professional and grassroots football, the Picton Rangers Football Club seeks to expand its role in providing members with a welcoming environment dedicated to footballing excellence and community engagement. We seek to foster the development of our members via mentorship and demonstration, to enhance the quality and enjoyment of football and the well-being of our diverse community.

GOALS

KEY RESULT AREA	GOAL
<i>Club vision and mission</i>	To adhere to the PRFC mission and improve our administration via feedback from our members.
<i>Player retention and growth</i>	To continue to grow our club membership across all age groups and abilities.
<i>Volunteer development</i>	To increase the engagement and experience of our volunteer members.
<i>Partnership development</i>	To increase the scope and diversity of our club sponsorship and communication with governing football authorities at regional, state and national level
<i>Creating a welcoming environment for all</i>	To adhere to our club statements on inclusivity, female participation and broader community engagement.
<i>Promoting positive behaviour</i>	To provide a positive engagement experience for our members across both on and off-field activities.
<i>Communication and marketing</i>	To effectively communicate information and opportunities regarding club administration and resources to all of our members via appropriate mediums.
<i>Coaching development</i>	To provide members with direction and support to pursue education and training in coaching and club administration
<i>Safety and risk management</i>	To provide a safe and effective working environment for all of our members and the broader community.



<i>Facility development</i>	To provide our members with the most advanced and safest facilities possible and to actively engage with government to achieve the best possible outcomes.
<i>Creating recreational opportunities</i>	To provide off-field recreational activities and engage with other clubs and community organisations to entrench our club as a prominent part of regional social and economic activity.
<i>Developing match officials</i>	To ensure that members who wish to pursue training and experience in officiating are given the opportunity and support required.

OBJECTIVES

GOAL	OBJECTIVES
<i>To adhere to the PRFC mission and improve our administration via feedback from our members</i>	To provide a welcoming environment to all existing and prospective members. To provide accountability and transparency regarding club administration.
<i>To continue to grow our club membership across all age groups and abilities.</i>	To increase our membership commensurate with our ability to provide members with both transparency and a positive football experience.
<i>To increase the engagement and experience of our volunteer members.</i>	To raise volunteer participation in our club operations and ensure volunteers are appreciated and valued.
<i>To increase the scope and diversity of our club sponsorship and communication with governing football authorities at regional, state and national level</i>	To diversify our sponsorship contributions through increased communication, marketing and correspondence.
<i>To adhere to our club statements on inclusivity, female participation and broader community engagement.</i>	To effectively communicate our club philosophy on inclusivity and demonstrate it through proactive efforts throughout the club.
<i>To provide a positive engagement experience for our members across both on and off-field activities.</i>	To communicate our club spectator and player codes of conduct both online and on match-days.
<i>To effectively communicate information and opportunities regarding club administration and resources to all of our members via appropriate mediums.</i>	To develop an online communication resource that is comprehensive and accessible to all of our members.



<p><i>To provide members with direction and support to pursue education and training in coaching and club administration</i></p>	<p>Foster increased interest and participation in coaching and club administration.</p>
<p><i>To provide a safe and effective working environment for all of our members and the broader community.</i></p>	<p>To identify and act upon areas in which the safety and well-being of our members may be compromised</p>
<p><i>To provide our members with the most advanced and safest facilities possible and to actively engage with government to achieve the best possible outcomes.</i></p>	<p>To proactively pursue avenues of potential support to improve upon and develop facilities at our disposal, particularly among local, state and Federal levels of government and large sponsorship arrangements.</p>
<p><i>To provide off-field recreational activities and engage with other clubs and community organisations to entrench our club as a prominent part of regional social and economic activity.</i></p>	<p>To increase our communication and publicity strategy and provide leadership among the community regarding sports administration and community engagement</p>
<p><i>To ensure that members who wish to pursue training and experience in officiating are given the opportunity and support required.</i></p>	<p>To provide a supportive environment for prospective referees and communicate opportunities wo the widest possible audience.</p>



ACTION PLAN

KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
CLUB VISION AND MISSION	<i>To adhere to the PRFC mission and improve our administration via feedback from our members</i>	To provide a welcoming environment to all existing and prospective members. To provide accountability and transparency regarding club administration.	To review and revise club constitution and make this document available to all members. To incorporate feedback from our members (both positive and negative) into our strategic plan. Club financial position audited annually.	<i>Feedback received on website/communications. Non urgent matters reviewed monthly. Revised strategic plan annually. Budget is prepared and adopted annually by the committee.</i>	Committee Treasurer	Monthly for urgent matters and yearly review of strategic plan. Monthly budget update to committee and annual review (December).
PLAYER RETENTION AND GROWTH	<i>To continue to grow our club membership across all age groups and abilities.</i>	To increase our membership commensurate with our ability to provide members with both transparency and a positive football experience.	Increased communication during registration period containing clear instructions regarding the club ability to provide teams across age groups. Organisation of specific recruitment days/activities as well as promotional material	Increasing annual increments in player numbers. Decreasing proportion of prospective members that we cannot accommodate	Registrars	Registration period (January – April)
VOLUNTEER DEVELOPMENT	<i>To increase the engagement and experience of our volunteer members.</i>	To raise volunteer participation in our club operations and ensure volunteers are appreciated and valued.	Dedicate a PRFC committee position to communication and publicity. Update and increase the promotional and information transfer to members via website, facebook and alternative communication strategies.	Monitor website visits and social media followers. Document positive feedback from members via webpage/facebook comments and contributions	Publicity committee member	Monthly review plus incorporation into annual report.
PARTNERSHIP DEVELOPMENT	<i>To increase the scope and diversity of our club sponsorship and communication with governing football</i>	To diversify our sponsorship contributions through increased communication, marketing and correspondence.	Establish a central management list for club sponsorship and support packages. Reserve a position on the PRFC committee for sponsorship relations. Increase sponsors advertising via website and social media via a	Appointments to committee for both publicity and sponsorship manager. Establish list of sponsorships. Increased sponsorship	Publicity and sponsorship managers Committee	Appointments made in 2021 Sponsorship increase during calendar year.



KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
	<i>authorities at regional, state and national level</i>		dedicated publicity manager	support.		
CREATING A WELCOMING ENVIRONMENT FOR ALL	<i>To adhere to our club statements on inclusivity, female participation and broader community engagement.</i>	To effectively communicate our club philosophy on inclusivity and demonstrate it through proactive efforts throughout the club.	Organisation and delivery of special programs to raise the awareness and participation rates of female and junior players. Increased communication of club philosophy and governance promoting inclusivity via website and social media	Increased membership numbers, particularly among female players. Feedback from members.	Committee	Ongoing. Annual review at AGM (October). Monthly review of urgent matters at committee meetings
PROMOTING POSITIVE BEHAVIOUR	<i>To provide a positive engagement experience for our members across both on and off-field activities.</i>	To communicate our club spectator and player codes of conduct both online and on match-days.	Increased communication via website to members and the wider community. Game day increased communication of code-of-conduct for both players and spectators.	Documentation of any incidents. Committee addresses these on a case-by-case basis and communicates actions to members.	Committee MPIO	Ongoing
COMMUNICATION AND MARKETING	<i>To effectively communicate information and opportunities regarding club administration and resources to all of our members via appropriate mediums.</i>	To develop an online communication resource that is comprehensive and accessible to all of our members.	Committee support and provide member dedicated to communication and publicity with material for dissemination. Website updated to provide members with requisite information on current events, activities, members rights and responsibilities, policies and club developments.	Feedback from members via online portals	Committee	Ongoing
COACHING DEVELOPMENT	<i>To provide members with direction and support to pursue education and training in coaching and club administration</i>	Foster increased interest and participation in coaching and club administration.	To develop an online 'coaching space' on our website with information specifically for coaches at our club and ensure each coach receives communication from the club coaching coordinator. Audit of coaching qualifications across the club.	Increase in coaching qualifications across the club.	Coaching coordinator	Ongoing
SAFETY AND RISK ASSESSMENT	<i>To provide a safe and effective working environment for all of our members and the</i>	To identify and act upon areas in which the safety and well-being of our members may be	Research first item on monthly agenda for issues pertaining to safety. Establish and promote online portal for members to highlight issues to the committee.	Reduction in safety issues that arise throughout the year (documented in minutes of monthly meetings)	President MPIO	Immediate and ongoing



KEY RESULT AREA	GOALS	OBJECTIVES	ACTIONS	PERFORMANCE INDICATORS	RESOURCES & RESPONSIBILITY	BY WHEN
	<i>broader community.</i>	compromised				
FACILITY DEVELOPMENT	<i>To provide our members with the most advanced and safest facilities possible and to actively engage with government to achieve the best possible outcomes.</i>	To proactively pursue avenues of potential support to improve upon and develop facilities at our disposal, particularly among local, state and Federal levels of government and large sponsorship arrangements.	Position reserved for a grants position on the PRFC committee. Regular applications to funding agencies for capital works and sports infrastructure. Establishment of a central repository for successful, submitted and unsuccessful applications (for future reference). Increased communication with governing football bodies (FSC and MFA)	Appropriate level of grant applications to various funding agencies.	Grants officer	Ongoing
CREATING RECREATIONAL OPPORTUNITIES	<i>To provide off-field recreational activities and engage with other clubs and community organisations to entrench our club as a prominent part of regional social and economic activity.</i>	To increase our communication and publicity strategy and provide leadership among the community regarding sports administration and community engagement	Regular arrangement and delivery of social and community activities. Increased communication via online platforms of these events.	Increased uptake in social calendar events (documented at committee meetings) and club participation in local community events.	President, publicity, social events committee members and whole-of-club member input.	Ongoing
DEVELOPING MATCH OFFICIALS	<i>To ensure that members who wish to pursue training and experience in officiating are given the opportunity and support required.</i>	To provide a supportive environment for prospective referees and communicate opportunities to the widest possible audience.	Committee decide on support packages available for referee development. Club approach sponsors for such packages. Club communicates opportunities and support packages for referee development	Increase in uptake of referee training courses (numbers recorded/monitored by the committee).	Coaching coordinator, sponsorship coordinator, Committee.	Ongoing