

# ST JOHN BOSCO FOOTBALL CLUB STRATEGIC PLAN

2009 - 2014



***SHARING THE PASSION OF FOOTBALL***

## Foreword

The leaders of tomorrow are being shaped and moulded in the here and now. The lessons we teach the youth of today will be with them for the rest of their lives, and there is no better place to teach children about this than through the field of sport. Competition teaches more than just how to win and lose, it teaches a person how to win with class and at the same time be gracious in defeat. It promotes respect for your opponent and teammates, i.e your co-workers or partners, encourages teamwork and a willingness to work with others towards a common goal. All of these traits can be beneficial in the every aspect of life, not just in the sporting arena. Growing children need inspiration and physical stimulation, and community football is a great way to provide such things.

For over 50 years, the St John Bosco Football Club has been successfully making the best use of their resources to meet the needs of the youth of Drimnagh, including some of the most vulnerable and marginalised people in our society. There are exciting and challenging times ahead for community football clubs in Ireland. As the external environment becomes increasingly complex and ever-more regulated, the need for organisational support will grow. The quality of what happens on the ground at local level depends, at least in part, on the availability of centralised support in areas such as governance, human resource management and finance.

St John Bosco Football Club will be at the forefront of devising appropriate strategies to help develop their club for the future and this plan charts that path for the Club. The aim is to bring on board a partner who can share our passion and vision on the journey ahead. The club is at a crucial stage of development where a successful implementation of the strategic plan will define, not only the success of the last fifty years but will provide a blueprint for the future. Over the next five years, the Club will be focussing on increasing access to its services, providing a recognised development programme for our coaches and players, promoting policy to assist in the structured development of the club to maximise their effectiveness, and diversifying its own funding streams.

By doing this we believe that we can achieve improvement in our ability to provide meaningful responses to the range of vital needs of our members. Furthermore, in doing so we will help to carve out a channel through which the talents and energy of all managers and players can be more effectively engaged in the task of creating a better and more enhanced football club.

We would like to thank and acknowledge the assistance of the Football Association of Ireland, the St John Bosco Youth Centre, Dublin City Council and the many organisations, local businesses and individuals who have supported this Club over the lifetime of the club and to encourage them to invest further in this growing, and most active community football club. I would also like to thank the committee for the hard work they have put in to the development of the club's strategy to 2014 and beyond.

In particular, a special thank you for the commitment, skills and passion of our volunteer managers, the parents and most importantly the players.

Derek Nolan **Chairperson**

# About The St John Bosco Football Club

## Background to the Organisation

**The St John Bosco Football Club is an independent, community football club based in Drimnagh, Dublin 12. The principal objective of the football club is to nurture and support the development of each young player, providing an environment which stimulates their development and encourage their best talent.**

Founded in 1957 under the chairmanship of Joe Lynam the Bosco years began. Over the years the club has had a number of senior international players who once wore the colours of St John Bosco. Further details about the clubs history can be found in the 50 year anniversary magazine. The club operates on the strength, passion and dedication on each of its volunteers, past and present. It now provides coaching to 350 youth within Drimnagh. Inclusiveness of all abilities and backgrounds is a priority for the club with the focus on improvement rather than winning. Furthermore, it is all about the enhancement and constant development of each member's skills. Ultimately, the club is about **SHARING THE PASSION OF FOOTBALL** and ensuring the overall experience for each player is about enjoying the game.

## Services and Activities

- ❖ The provision of all weather pitches, park pitches, changing facilities
- ❖ Mentoring services
- ❖ Continuing development of women's football
- ❖ Full club kit for every player
- ❖ Training in FAI accredited management
- ❖ Access to information, workshops, and seminars on relevant sport issues
- ❖ St John Bosco Football Club contributes to overcoming disadvantage in the Drimnagh area by promoting access to every child, regardless of skill and ability, to the club.
- ❖ Encourages cross participation of sport

## **Context and Rationale**

This strategic plan has been developed in the context of the external and internal environments in which the St John Bosco Football Club is likely to be operating in the next five years. While the detail of the plan deals with the years 2009-2014, it lays a foundation for achieving the long term vision of the St John Bosco Football Club.

### **External**

Soccer enjoys highest participation rates of any sport in Ireland. Yet it is a constant challenge for these community football clubs to access a supportive environment which includes affordable office space, administration services, management training, ICT support and assistance with specific developmental and operational issues. The White Paper "Supporting Voluntary Activity" (Dept. of Social Community and Family Affairs 2000) highlights the need for community and voluntary organisations to have access to training and technical supports, representation and networking.

At the same time the Government has introduced a new Charities Bill which contains legislation and a regulatory framework for the sector for the first time since the foundation of the State. It is likely to result in a more complex environment for all community and voluntary organisations with a need for increased competencies. In particular, transparency and accountability are likely to be a requirement for all organisations, with a need for improved financial management, operational and activity reporting skills. The roles and responsibilities of Boards of Directors, Committees and Managers are likely to come under greater scrutiny.

The past few years have seen greater promotion of philanthropy through existing and new organisations and networks. As Ireland becomes wealthier it can be reasonably assumed that philanthropic resources will increase, giving more variety to possible sources of investment in the work of organisations. This will provide more opportunities for organisations that have a relevant mission and a clear strategy to achieve them supported by the appropriate governance structures.

## **Internal**

Within the St John Bosco Football club there are discernable demands and needs for the club to improve the way they do things, a constant pressure to make even better use of resources, whether human, material or financial. At the same time, the club needs to improve continuously the way it provides services to its members and to establish new services to meet emerging needs. The number of members at the St John Bosco Football Club has grown from 6 teams to 24 teams over the last decade, leading to extreme strain on already limited and insufficient facilities. Last year alone the club spent in the region of €11,000 on renting training facilities from other local community based organisations. These facilities at times were inadequate for the developing requirements of the young children in the club. Monies which the club feel could be channelled towards the ever demanding needs of equipment and apparel.

The club strives to train all managers to the highest standards applicable to the relevant age group. The coaching experience is enhanced by bringing in relevant experts from various sporting fields to educate the youngsters and stimulate their development and the love of football.

## **Rationale**

Changes in the external environment, the growth of the St John Bosco Football club itself points to a need for the St John Bosco Football club to plan carefully how and where it will focus its energies to support its members into the future.

The stated needs and preferences of our volunteers and players can be best met by providing leadership that facilitates the active participation of all involved in the club volunteers, players and parents/guardians on a continuing basis.

This plan takes cognisance of the three key current demands on voluntary and community organisations.

- 1) The need for organisations to provide a quality service to all stakeholders,
- 2) To encourage interaction and active participation through supporting their volunteers
- 3) To promote transparency and accountability in an era of increased regulatory compliance.

## **Consultation and Partnership**

The past few years have seen an increase in organisations working together to achieve common aims, and the St John Bosco Football Club intends to deliver the objectives contained in this plan in partnership and co-operation with other local football clubs and sporting clubs in the Drimnagh and Dublin 12 area, statutory agencies and other interested parties (eg. philanthropic organisations). There are many potential synergies, which can be harnessed for mutual benefit.

## **Strategic Planning Process**

The planning process was overseen by the strategic subcommittee. It involved a review of other sporting strategic plans, the Club's previous plan 2004 -2009, consultation with members, the volunteers and a range of external organisations, statutory and voluntary agencies as well as other not-for-profit entities. The data collected informed the identification of the critical issues.

## **Vision**

St John Bosco Football club envisages a future in which community football associations maintain the passion which founded them, contribute to an increase in social capital, make the best use of their resources (whether financial, human or material) and operate efficiently and effectively to achieve the goals for which they were founded.

Community and voluntary organisations are at the heart of civil society and fulfil a vital role in maintaining and developing healthy democracies. They involve individuals who have a passion to find solutions to problems, to work with people who are marginalised or to meet new needs. They deliver services on behalf of the State and services which the State currently cannot provide. They operate in every part of society and at all levels, local, regional and national. By definition they are independent and are governed by volunteers. They operate in an increasingly regulated environment which is often a disincentive to creativity and risk-taking. Yet the very nature of active citizenship includes enthusiasm to find new solutions and to meet new needs.

## Mission

**St John Bosco Football Club provides a safe and supportive environment for the physical and mental development of every child, of all abilities, who play football with the club – *SHARING THE PASSION OF FOOTBALL***

## Values

A set of core values informs the approach of the St John Bosco Football Club in achieving its mission. These are:

**Volunteering:** fostering volunteering, self-help and active citizenship for the benefit of local football and society in general

**Quality:** encouraging and facilitating best practice in the managing of the teams and players of the Club itself

**Accountability and Transparency:** being accountable to all stakeholders, members, funders, donors, statutory bodies

**Diversity and Equality:** welcoming and promoting diversity among the individuals we play with and supporting those who are disadvantaged to play an active role in the Club

**Mutual Support, Cooperation, Networking and Sharing:** encouraging a spirit of cooperation and sharing, as a way of maximising the effective use of resources and building a more cohesive Club

**Inclusivity** We actively welcome children of all playing levels and pride ourselves on creating an environment which allows children of mixed abilities to express themselves through football. We believe in the value of teamwork and providing a sense of belonging in their local team and community

## Strategic Aims

The St John Bosco Football Club has identified three Strategic Aims to set the future direction for the Club.

The aims for 2009-2014 are :

❖ **Provide access to the St John Bosco Football Club sports facility and pitches for all managers and players**

❖ **Provide a club recognised development programme for all volunteers and players**

❖ **Diversify funding streams available to the St John Bosco Football Club.**

The first two aims reflect the Club's ambition to nurture and support the proactive development of the football club.

The third aim highlights the Club's view that it needs to broaden its funding sources for increased financial stability.

The purpose of the strategy is to provide St John Bosco Football club with a clear and distinct direction and to outline the activities that need to be undertaken to achieve this over the next five years. The intention is to bring and involve as many of our members and stakeholders on this exciting journey from the beginning.

## 1) DEVELOP OWN CLUB HOUSE AND PITCH FACILITIES

Build and provide access to the St John Bosco Football Club sports facility and all weather pitches.

### Objectives

- ❖ Achieve an independent clubhouse and one full size all weather pitch
- ❖ Provide a safe and secure building to meet the children's requirement whilst in the club's care
- ❖ To have a facility for away clubs when visiting

### Actions

- ❖ Identify suitable site locations for build of clubhouse
- ❖ Find partners, local, national and international to assist with this journey
- ❖ Develop and begin to implement roll-out plan

### Key Performance Indicators

- ❖ The Club house land identified and licences, leasing agreed
- ❖ Structural plans drawn up and design of clubhouse agreed
- ❖ Partners identified and mutual partnership contracts drawn up
- ❖ Organisation structures designed to support project build
- ❖ Developer and timescale for build agreed
- ❖ Clubhouse and pitches open and used to maximum optimum

## 2) DEVELOPMENT PROGRAMME

Provide a club recognised development programme for all volunteers and players

### OBJECTIVES

- ❖ Provide structured and supportive development paths, in a vibrant learning environment and using a partnership and self-help approach, to enable to members to grow and make a greater impact through an ongoing organisational development programme
- ❖ Identify and develop quality standards and promote Code of Conduct
- ❖ Introduce a Health programme, healthy mind and body

### ACTIONS

- ❖ Progress the Club development programme and road test programme with members and stakeholders
- ❖ Refine and always update development programme based on feedback
- ❖ Identify best organisational practise in liaison with a research partner
- ❖ Assess the potential for the club to achieve greater accountability and legitimacy through the implementation of quality standards
- ❖ Develop quality standards and pathways though the development programme to achieve these, leading to the achievement of a stronger enhanced community football club

### KEY PERFORMANCE INDICATORS

- ❖ Agreed role for partners in development programme
- ❖ Increase in the club performance of managers and players – capacity to deliver on mission
- ❖ Full participation in FAIs “Don’t Cross the Line” programme

### 3) FUNDING

Diversify Funding Streams available to St John Bosco Football Club

#### OBJECTIVES

- ❖ Diversify funding streams by attracting funding from corporate and philanthropic organisations, private donors, government and EU
- ❖ Develop corporate attitudes to social responsibility

#### ACTIONS

- ❖ Identify organisations who are seeking opportunities to engage with the community in Corporate Social Responsibility activities.
- ❖ Build relationships with corporate sponsors and encourage corporate involvement in community football clubs in general and in St John Bosco in particular
- ❖ Develop a list of potential prospects for presentations
- ❖ Promote and publicise the new development programme, the clubs mission statement and its benefits to all potential funders
- ❖ Build further on relationships with other community groups, FAI and statutory bodies
- ❖ Improve the public profile of the Club through fund-raising events

#### KEY PERFORMANCE INDICATORS

- ❖ Established relationships with new funders
- ❖ Improved relationships with existing funders, resulting in increased funding
- ❖ Level and sustainability of funding from new funders
- ❖ Substantial multi-annual core funding from Government and FAI
- ❖ Increase revenue from sales of services
- ❖ Increase revenue from fundraising events and public donations

## **Governance**

St John Bosco football Club is governed by a committee of 9 members who are elected at the yearly Annual General Meeting each year.

Given the significant development of the club in recent years, the committee recognises the need to look at its governance structures with the aim of introducing a Board of Directors.

## **Management**

The committee between them manage all aspects of the clubs work. They are supported by 30 voluntary managers who oversee the delivery of training and mentoring to all players.

To ensure high quality service in achieving our objectives, the Club recognises the importance of effective and efficient management structures, processes and systems. In this regard we are committed to:

- ❖ Developing a Board of Directors
- ❖ Developing appropriate financial management systems
- ❖ Identifying resources to implement this plan

## **Monitoring and Evaluation**

St John Bosco Football Club recognises the importance of periodic monitoring and evaluation in the achievement of its strategic objectives, in the development of the organisation and in the delivery of quality services.

In developing our monitoring and evaluation focus and in improving our effectiveness and efficiency, the Club, under the guidance of the committee, will monitor and evaluate all the Club's work, and will meet the individual monitoring and evaluation requirements of organisational funders and donors.

### 2009

- NURSERY (Age 6) x 1
- U-7s x 2
- U-8s x 3
- U-9s x 2
- U-10s x 3
- U-10s Girls x 1
- U-11s x 2
- U-12s x 2
- U-12s Girls x 1
- U 13s x 1
- U-14s x 1
- U-17s x 1
- Senior Men's Team x 3
- Senior Ladies Team x 1
- **TOTAL No. OF TEAM'S: 24**

### 2014

- NURSERY (Age 5) x 1
- NURSERY (Age 6) x 1
- U-7s x 2
- U-8s x 2
- U- 8s Girls x 1
- U-9s x 2
- U-10s x 2
- U 10s Girls x 1
- U-11s x 2
- U-12s x 2
- U-12s Girls x 1
- U 13s x 2
- U-14s x 2
- U-14s Girls x 1
- U-16s x 2
- U-16s Girls x 1
- U-17s x 2
- U-18s x 1
- Senior Men's Team x 3
- Senior Ladies Team x 2
- **TOTAL No. OF TEAM'S : 33**