

# THE BEATING *HEART* OF OUR COMMUNITY





# Football for our community

**Matamata Swifts Association Football Club is the local guardian of the most essential sport on the planet.** Our responsibility is to provide a worthwhile, rewarding and stimulating football experience for any person wishing it; competitive or social, senior, youth or junior.

Football is thriving at all levels in New Zealand. In Matamata we are no exception to this phenomenon - our community is merely a mirror of what is happening in the rest of the country. The sport of football touches the lives of a great part of our community through players, coaches, administrators, supporters, friends and family. Things have never been stronger for football in Matamata, in terms of playing success, profile, membership and interest.

## **Football is important to Kiwis**

For years football was a curious subculture within New Zealand society. But no longer. The sport has developed to a level where now, despite poor media coverage and limited financial resources, it is a major influencer on the society in which we live. Football is now important. This global game is a significant and relevant player on the New Zealand sporting landscape. This can only

continue as New Zealand matures and becomes more self-assured as a nation. Kiwis are growing confident enough to take the world on at the game it plays.

We wish to continue building a place to bring the entire family, not only for football but as a central hub for all kinds of healthy activities. Football is, of course, a game for all the family - men, women, boys and girls. This is demonstrated by the different generations of people currently involved as members of our club. Football also brings with it a diverse and wide range of cultures not found in any other sport. It is a meeting place for 'new' New Zealanders as evidenced by the mix of the club's current membership base.

## **The beating heart of our community**

In Matamata we want to be at the heart of our community. Matamata Swifts AFC is totally committed to using the power of football to engage our community and contribute to its health, cohesion and well-being. A well-run, top performing organisation with excellent facilities, enthusiastic leadership and a positive profile will stimulate the sort of growth that will benefit our community for generations to come.



# What do we stand for?

## **Our Vision**

Matamata Swifts AFC is the beating heart of our community.

## **Our Purpose**

To successfully lead the growth and development of football for our community.

## **Our Focus**

Success breeds Success.

Our club, along with the sport of football in general, should be attractive to everyone in our community. How do we become attractive? Simple. By winning, both on and off the field. We want to build a club that is successful in all areas. We want to win at everything we do.



## **Our Goals**

We have five key goals, which are discussed in more detail later on in this publication. Our key goals are:

**Financial Sustainability**

**Inspired Performance**

**Quality Facilities**

**Continuous Development**

**Imaginative Promotion**

## Our Values

**The best teams have the best people** We want to have the best people involved with our club. This includes all our stakeholders - players, administrators, coaches, fans and sponsors.

**We play hard** On and off the field we give consistent effort and provide a quality performance.

**We play smart** We understand what needs to be done and try to find the best way to do it. We are always on the lookout for ways to improve.

**We play together** We are unselfish and don't focus on individual results. We look after each other.



## Our Guidelines

**Common Goal** Everyone understands why they're here. Our goals are clear.

**Commitment** We are committed to our goals. We are accountable and responsible.

**Complementary Roles** Everyone focuses on what they're best at. People have different skills and different roles within the club.

**Clear Communication** We communicate openly and honestly.

**Constructive Conflict** We use conflict constructively and keep it under control.

**Cohesion** We enjoy each other's company and respect our team mates.

**Credible Coaching** We have inspirational leadership on and off the field.

# Our cycle for long-term success

## **STEP 1 The senior men's first team, our flagship team, must be successful**

We aim to have a first team that is challenging for championships every season. We are prepared to ensure the team is well placed to do this. We will not be embarrassed to say that we want to win games. We welcome players who want to play for us, regardless of where they live. We will present the club as an appealing place for quality footballers to play.

## **STEP 2 A first team that is winning games will raise the profile of the club**

People will read about us in the press and on the web. More people will come to the Domain to watch the team play, including children. More organisations will want to commercially support the club. Alongside this success our PR must be efficient and professional to make sure everyone in our community is aware of our success.

## **STEP 3 A raised profile will produce a buzz convincing people that Matamata AFC is an attractive and acceptable place to be**

More adults and children, males and females, will join the club as playing and non-playing members. Continuing to increase the number of youth and junior players will help football grow.

## **STEP 4 Continuing to increase our junior playing ranks is vital to the ongoing health of our club and the sport of football in Matamata**

The more children we have playing means there will likely be more naturally talented athletes playing football. This, coupled with quality coaching and a well run junior football organisation, will lead to more quality players, with a passion for football, moving into senior football.

## **STEP 5 More quality players moving into senior football will ensure our senior teams continue to win games**

This will also increase the strength of all our senior teams, both men and ladies. And so the cycle continues...



## **THE GLUE**

Underpinning all this is a commitment to quality administration. We will expand the depth of talent we have in our administrative ranks to support and encourage our on-field activities. Allied to this is a commitment to the development of quality facilities.



WAIKATO BAY OF PLENTY  
FOOTBALL FEDERATION  
LEAGUE CUP



# Goal 1 Financial Sustainability

**To operate at optimum effectiveness Matamata Swifts AFC must maximise our potential to produce earned income – within the confines of our vision.**

Resources are an essential and critical component of any club. They will affect our ability to meet our vision, attract competent leadership and get our work done and our message out to the community.

## **Innovation not survival**

Bringing organisational capacity up to scale to deliver essential services and programmes is one of the continual challenges of the non-profit sector. We are no exception.

Strong, healthy, financially viable organisations are more able to be innovative. Unfortunately many non-profit leaders come to believe they will never have the resources to “do things right,” so they simply accept they will always be under-resourced and struggling for survival. They often concentrate on survival rather than on meeting

the needs of the community. We will strive for more than mere survival.

## **Fundraising is a necessity**

The inability to produce enough earned income to cover the cost of doing business is why most non-profit organisations, including Matamata Swifts AFC, must be fundraisers.

Initiatives to increase the predictability and continuity in funding will improve our ability to plan the allocation of resources, activities, space and staff. We must be a lean, mean fighting machine, but budget cuts will not come at the expense of maintaining and improving our service to the community.

## **An effective player**

To be an effective player, Matamata Swifts AFC must build and sustain financial and political capacity. We must act similarly to our for-profit counterparts, but in a manner that accentuates our purpose and achieves our vision.

**Financial Sustainability** means we must build and sustain our financial and political capacity so we can operate at optimum effectiveness.





# Goal 2 Inspired Performance

## **Winning is important and is a fundamental reason for our existence.**

We want to be known as a football club that is synonymous with success at all levels. The object is to win fairly, squarely, by the rules - but to win. In all areas.

## **Listen to Vince**

Vince Lombardi\* said it best: *“Winning is not a sometime thing; it’s an all the time thing. You don’t win once in a while; you don’t do things right once in a while; you do them right all the time. Winning is a habit. Every time a football player goes to play his trade he’s got to play from the ground up - from the soles of his feet right up to his head. Every inch of him has to play. Some guys play with their heads. That’s O.K. You’ve got to be smart to be number one in any business. But more importantly, you’ve got to play with your heart, with every fibre of your body.”*

It’s important for the players representing our club to have a genuine commitment to work hard

and a desire to succeed. We want our teams to be populated with players who play hard, play smart and play fair.

## **It’s okay to win**

We aim to have teams challenging for championships every season. We are prepared to ensure our club is in a position to do this.

We will present the club as an appealing place for quality footballers to play. We will not be embarrassed to say that we want to win games.

## **The best back room**

Winning off the field is just as important as winning on the field. It’s also important for the back room staff within our club to have a genuine commitment to work hard and a desire to succeed. We need to have the best coaches, administrators, sponsors and fans involved with our club to continue our growth and provide a positive environment in which people can enjoy the sport of football.

**Inspired Performance** means we want our club to be successful, both on and off the field. Winning is important to us.



\* Vince Lombardi was a legendary American Football (Gridiron) coach.

# Goal 3 Quality Facilities

## **Top quality facilities say a lot about the group that occupies them. What we currently have is barely adequate.**

The Matamata Domain has been our home for more than 75 years and has seen literally thousands of people flow through the club. But the numbers are increasing and we're struggling to keep up with the pace.

Our purpose is to grow the game of football for the benefit of our community. Decent facilities build credibility, culture and profile for the club, organisation and people promoting it and, as well as providing a home for our current membership base, will also attract more people to the game – players, coaches, administrators and fans. Our thriving community deserves top quality football facilities.

## **Growing pains**

The bare fact is that our football club has outgrown its current facilities. The success we're having on the field demands better facilities, due to league entry requirements, while the growth in players means the club is continually stretched to offer a facility that can cater for everyone. The club needs more room to help keep pace with the sustained growth of the sport in our district.

So, what should we do? We need to create a facility development plan for our club to give us a concrete direction as to where we're headed. We need to work with the Matamata Piako District Council to generate a list of potential opportunities, narrow them down to the preferred option, then proceed with this option.

## **Building a legacy for Matamata**

Through football we want to construct a legacy facility for Matamata that will be used and enjoyed by current and future generations of our community. Such upgraded facilities should primarily be a football venue, which is only natural given Matamata AFC is a cornerstone tenant

and that football is a year-round activity. This asset, however, must be of benefit to our whole community. Already a host of other groups use these facilities and we hope that, by making these improvements, more community organisations will have a modern and vital facility to utilise.

Matamata sits at the geographical centre of the Waikato Bay of Plenty Football Federation, one of the seven Federations that govern the sport of football in New Zealand. Because of this our club has hosted many trials and training sessions for Federation representative teams, bringing more and more people into our town on a regular basis. As such, a purpose built coaching, training and education facility for not only local, but also regional use will aid in sustaining the growth of football in our community and in our region.

## **Specifically for football**

We need more **changing facilities** for players and match officials. What we currently have is inadequate for the teams we field and struggles to meet the tightening regulations of the leagues our teams play in.

The quality of the **playing surfaces** for football in Matamata needs to be improved. The Domain has been overused in the past few seasons and is now in bad shape.

**Equipment storage** is another major issue we face. As our membership grows so does our asset base, in terms of playing and training equipment. Currently this gear is spread out all over town in different club members' houses and garages simply because we don't have the space in one central venue to store this equipment.

**Improved security** is a key driver. Over the years the club has become a target for thieves and vandals, costing thousands of dollars in repair bills and asset loss. This is a major problem as it not only sucks precious money out of the game but has also forced us to barricade the clubrooms so they now look more like a prison than a sporting facility.

**Quality Facilities** means we must construct a home for football that meets the current and future needs of football in our community.



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# Goal 4 Continuous Development

**Football is good for our community. It is a healthy outdoor and indoor activity shared and enjoyed by billions of people around the world.**

Physically and mentally this sport is a passionate stimulant that gets our kids, both young and old, out of the house and engaged in meaningful, competitive activity.

## **We need to be better**

We must look at providing our players, coaches and administrators with the programmes and education they need to improve, grow and excel in the sport they enjoy. The better someone is at an activity the more they will enjoy it. And the more someone enjoys an activity the more likely they are to stay involved with that activity. This is especially critical for football clubs in countries like New Zealand where funding and media profile are not at levels comparative to other parts of the world.

## **How does football develop?**

During most school holiday's the club hosts coaching camps and football schools for junior footballers. With greater capacity we could expand this programme to include after school football classes and coach education activities. We could also increase the opportunity for our junior and youth teams to compete in regional and national competitions.

Another area of huge growth in local football is in the social version of the game. The club's summer 5-a-side soccer competition is strong, currently drawing more than 350 players every summer. This cannot be understated as a means of exposing people to the sport, giving them a positive experience and helping promote the sport to a whole new audience.

Development must be sustainable. It should meet the needs of the present without compromising the ability of future generations to meet their own needs. We must future proof the sport of football in Matamata. The long-term aims are to empower

people, increase community participation, foster social cohesion and enhance sporting identity.

## **On the front line**

Non-profit organisations frequently are on the frontlines of representing community interests and, as such, are a community-based resource that cannot be taken for granted. They require continual renewal to maintain their value and effectiveness.

Leadership is a particularly important factor. Each generation must train and mentor the next generation to understand the important role and purpose that our club plays in expressing community interests.

In an era of accelerating change and competing demands, this renewal process takes on greater urgency and requires investments of time, money and energy. We must treat our human and social capital (accumulations of human experience and knowledge) much like natural resources – that is, carefully nurture and effectively use it to provide a long-term, sustainable benefit to our community.

## **Making a difference**

The persistent call for non-profit organisations to demonstrate that their products and services are making a difference to society and that they are effectively using their resources heightens the need to measure and evaluate these products and services. Funders and community leaders want to know how well a programme is working and what it has accomplished. We have to be aware of this always.

The results of our capacity building will be seen at three levels: (1) improvement in the capacity of the club to do what it already does, (2) improvement in our capacity to grow, and (3) improvement in our ability to sense needs for change and respond to them with programme improvements or innovations. All three are needed to produce sustainable development and high-performance levels over time.

**Continuous Development** means we must always be looking to improve, grow and excel at everything we do.

# Goal 5 Imaginative Promotion

## **We are building a seriously exciting football culture in Matamata.**

This is the world game, it is the real thing, and is no longer a minor sport in our community.

### **Communication is key**

We have set about changing the general public's perception. We must communicate regularly about things that matter in a manner our audience can relate to. An organisation can have a vital purpose, good leadership and sufficient resources, but unless it is known in the community its impact will be limited.

Increased networking and greater outreach mean access to more people. The more people who know about our club and its work, the more opportunity there is to attract people to the organisation as board members, staff, volunteers, or supporters.

### **Offline and online**

We need to ensure the media is kept informed of all the good things we're doing. Communications are a priority so we can connect with all community members. We'll make our communications real, concrete and visible, and stress benefits of what we're doing.

We must also target local opinion leaders – people who are well known and respected in our community and whose opinions carry the sort of weight we can use to help further our purpose.

We need to grow and improve our online presence still further. This includes our website and electronic communication. The web is our gateway to the world. We can use this to develop our profile in a way no other media can offer.

### **Community events**

We will communicate commitment to a particular lifestyle. The era of mass audience is gone. Instead, we will target and tailor specific messages to small, identifiable groups.

We will run creative football events which will allow us to interact with our community. These will include our match day experience, along with other events that will allow the wider community to get to know the sport of football.

### **Profile building through sponsorship**

Sponsorship is an effective vehicle for this type of individualised communication. Sponsorship allows companies to hone in on a niche market, which is something our club can offer. Sponsorship provides companies a competitive selling advantage because it offers opportunities for category exclusivity and can be used as a platform for creating currency with customers.

We need to connect our opportunity with our sponsors' customers. We realise that sponsorship proposals now undergo a two step screening process. Sponsors used to look at how well an opportunity matched their brand objectives and demographics. Today, they also look at how closely an opportunity matches the interests of their customers.

### **The Swifts experience**

We will market experiences, as much as eyeballs. What distinguishes sponsorship from advertising is its ability to create an emotive link with an audience. Standard benefits like signage and impressions are less meaningful than the emotional connection a company forms with the public. The amount of interaction a brand has with its customers is far more important than the number of eyeballs reached. What sponsors want are experiential branding opportunities where audiences don't just recall their name, but their personality.

For us, sponsorship relationships have two major benefits. Firstly, the funds received through these relationships are a key part of fundraising for our financial sustainability. Secondly, they bring more people, indeed potentially whole work places, in contact with our club.

**Imaginative Promotion** means we must effectively communicate the Swifts experience to our community.

# Background discussion

## Non-profits and capacity building

### **About non-profits**

Community structures are generally organised around three realms: the government, business, and non-profit sectors. Like a three-legged stool, all three sectors must be present, sturdy and working together to achieve balance and stability.

For nearly a century, non-profit organisations have fulfilled a variety of functions that help build and maintain civil society. They offer resources to residents of local communities, including social services, advocacy, cultural opportunities, health benefits, monitoring of government and business practices, and much more. They enable individuals to take an active role in their communities and contribute to the overall well-being of these communities. Non-profit organisations also provide the basis and infrastructure for forming social networks that support strong communities. Civil society requires more than linking individuals to institutions; it requires building relationships among people. In these ways, non-profit organisations add value to community life.

A strong mission orientation is a distinguishing characteristic of the non-profit sector and a motivating force for many non-profit organisations. Internal strategies comprise various management initiatives designed to produce greater organisational efficiency, effectiveness and flexibility.

Non-profits are important as vital means by which people connect and interact with each other to build the trust, relationships and social capital that enable communities to function well at all levels. They bring people together. Non-profit organisations provide a means by which people can interact and work towards common goals.

Non-profits offer a means for creating community infrastructure. Responding to the needs of the community and fulfilling their mission are priorities. Non-profits have the ability to engage people – board members, volunteers, staff, members and residents – in activities that are vital to the common good.

Non-profits have long been viewed as catalysts for change and a mechanism for serving societal needs. Strong communities contain an extensive web of relationships, and non-profit organisations can capitalise on these relationships. These connections have the potential to bring in new financial contributions, help identify potential board members or volunteers, improve operations, or meet a variety of other needs within the organisation.

### **Capacity Building**

Capacity building is the ability of a non-profit organisation to fulfil its purpose in an effective manner. Building the capacity of non-profit organisations can be viewed as an important strategy for building civil society in local areas.

Just as a town's physical infrastructure crumbles over time if it is not maintained, so it is with non-profit infrastructures. While the signs of erosion are rarely dramatic in one year, prolonged neglect will ultimately result in their total breakdown – and in the collapse of the programmes they operate. Non-profits are essential to the well-being of our citizenry; the need to strengthen their organisational capacity cannot be ignored. Grant makers, because of their unique relationships with non-profits, are well-suited to help build their infrastructure.

The legal basis for establishing a non-profit organisation is to advance the welfare of the community in a non-commercial way. An organisation's vision and purpose provide a good starting point for assessing its capacity needs. Vision statements are written to measure and evaluate outcomes. Particularly in an era of public accountability, organisations are being asked to demonstrate their accomplishments in concrete ways.

Strong and effective leadership is the lynchpin of an organisation. It is an essential ingredient for an effective organisation, but is difficult to define and capture. Leaders motivate others and create action. They articulate the organisation's dream of what it can be and then marshal the resources necessary to make that dream a reality. To build capacity in the leadership component of non-profit organisations, two factors must be considered: (1) enhancing existing leadership, and (2) developing new leadership.

### **Build capacity for what?**

To improve the quality of life for the people and communities served by the non-profit organisation.

Capacity building is unlikely to have full impact unless it becomes an integral part of an organisation's strategic plan and overall programmatic activity. Capacity building involves strengthening non-profits so they can better achieve their purpose. Strengths in the areas of administration, finance, human resources and facilities are among those that may be enhanced by capacity building activities.

The heart of non-profit capacity involves critical thinking about how the organisation can best address the needs of its community or its interest area. What kinds of projects are required?

Non-profits need to recognise the role and importance of performance measurement and accountability. Efforts to build capacity in non-profits are primarily about performance, change and innovation. Performance, however, needs to be broadly measured and considered in terms of social capital, cultural bonds, networks and other factors that add value to a community. Focus must be on the well-being of the community.

This section provides some background to the type of thinking that has gone into the production of this document.





## **Matamata Swifts Association Football Club**

PO Box 145, Matamata, New Zealand • **email** [admin@matamataswifts.co.nz](mailto:admin@matamataswifts.co.nz) • **ph** 07 888 7013

**[www.matamataswifts.co.nz](http://www.matamataswifts.co.nz)**