

STRATEGIC DIRECTION 2025-2028



Vision: To be a leading community football club in New Zealand both on and off the field, by thinking professionally but acting locally
Mission: To provide opportunities, joy and inspiration for our community through football

FOCUS	OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS
Participation & Membership Growth	Grow and retain a diverse and engaged membership base. Context: BUAFC is the 5th largest club in NZ with 1,655 members in 2024. Junior & youth membership grew 35% from 2022–2024, with 6% annual growth projected.	<ul style="list-style-type: none">Sustain 5–7% annual growth in junior/youth membership.Increase female participation by 30% over three years.Strengthen retention, especially in the transition from youth to senior football.Expand school and community outreach.	<ul style="list-style-type: none">Total registered members (target: 1,900 by 2028). % growth in junior/youth and female membership.Retention rates.Increase in number of school/community partnerships.Increase in number of teams fielded.
Football Development	Deliver a consistent, high quality football experience aligned with the club’s philosophy.	<ul style="list-style-type: none">Maintain and expand accredited development pathways.Achieve National Youth Licence status.Increase qualified coaches.Enhance player and coach development.	<ul style="list-style-type: none">Player progression rates.Number of qualified coaches.Participation in development programs.Survey results.
Financial Sustainability	Ensure long term financial health through diversified revenue streams.	<ul style="list-style-type: none">Grow revenue by 10% per annum.Achieve annual operating surplus and reduce debt.Build cash reserves.Maximise facility utilisation.	<ul style="list-style-type: none">Total annual revenue.Annual operating surplus.Debt reduction milestones.Cash reserve levels.Number and value of grants/sponsorships.
Governance, Equity & People	Strengthen club leadership, equity, and volunteer engagement.	<ul style="list-style-type: none">Maintain gender balance and diversity.Implement Girls & Women’s Strategy.Strengthen volunteer recruitment and recognition.Provide governance and equity training.	<ul style="list-style-type: none">A 40/40/20 leadership target: 40% women, 40% men, and 20% open to any gender or underrepresented groups.Training delivery and uptake.Volunteer retention and satisfaction.Strategy implementation milestones.
Facilities & Infrastructure	Maintain and enhance club facilities to support growth.	<ul style="list-style-type: none">Complete facility upgrades.Increase facility utilisation.Maintain safety and accessibility standards.	<ul style="list-style-type: none">Upgrade milestones.Usage rates.Safety audit results.Asset register accuracy.
Marketing & Community Engagement	Build a strong club identity and deepen community ties.	<ul style="list-style-type: none">Refresh digital presence.Grow event calendar and school engagement.Increase sponsor visibility.	<ul style="list-style-type: none">Engagement metrics.Event participation.Sponsor retention and acquisition.Media coverage.
National League Licensing & Professional Standards	Prepare for successful entry into the NZ National League in 2027 by uplifting professionalism and talent development.	<ul style="list-style-type: none">Conduct gap analysis against NZF licensing criteria.Formalise internal policies and procedures.Establish Licensing Taskforce.Expand elite development programs.Strengthen data and performance systems.Engage external support.	<ul style="list-style-type: none">Completion of gap analysis.Number of policies formalised.Taskforce reports.Elite pathway participation.Compliance score.Audit outcomes.

BUAFC believe that strong club values help to create the best possible player development environment and drive positive football experiences. BUAFC behaviours help bring our values to life through the work we do and interactions we have as staff and volunteers.