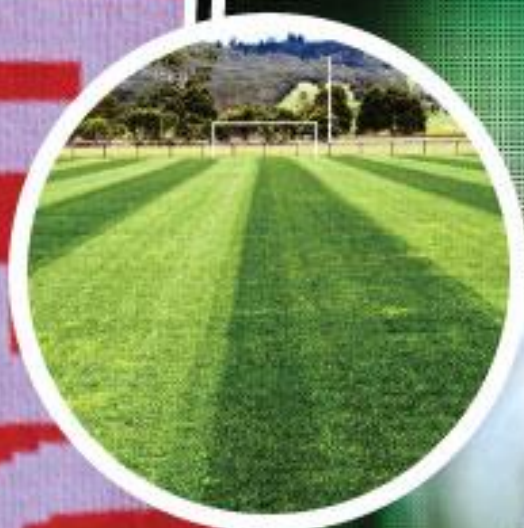


# Trafalgar Victory FC

**Strategic Plan 2014-19**



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## EXECUTIVE SUMMARY

In August 2014, Trafalgar Victory FC engaged Hands On Community Solutions to undertake the development of a Strategic Plan after receiving funding through the Country Action Grant Scheme. The club had identified the need to develop a Strategic Plan as a way to provide clear direction for the club after consultation with the members.

Trafalgar Victory FC play soccer as part of the Gippsland Soccer League with the juniors currently playing as part of the Central Division and the Seniors playing in the South Division. The future of how these teams will compete in the League was identified as a key area for investigation as part of the plan.

The Trafalgar Victory FC, formerly known as Trafalgar Vikings and the Trafalgar Soccer Club, was established in 1996 and the club only fielded juniors and men's teams. It was in 2009 that the TVFC introduced a senior Women's team as female participation was growing throughout Gippsland.

In partnership with Baw Baw Shire Council, in 2009 TVFC received funding for new soccer grounds and lights at the Trafalgar Recreation Precinct. In 2011 the construction of the new ground commenced and was completed and officially opened in February 2012. In 2012, the TVFC again received funding via the Strengthening The World Game program to the amount of \$98,500 which was used for the purpose of building the TVFC pavilion.

The club sourced additional grants for player shelters and portable goals and also received state funding as well as a contribution from the Trafalgar & District Community Bank (and \$11,000 of its own) to purchase and install the perimeter fencing.

The soccer club committee has had to work tirelessly over recent years to make these facility upgrades a reality and now the club has the premier soccer facilities in Gippsland. There is real opportunity for the club to attract and host major soccer matches and development programs in the future, also considered as important strategies as identified in the plan.

The club has had tremendous success on and off the field for many years as a result of its hard working committee and passion for soccer. The Strategic Plan aims to provide some specific actions that will help the new committee to focus on the next 12 months and then over the next 5 years, that will ensure that the competition structure is sound, the volunteer load is spread across more people and that membership growth and participation are the key focus.

The committee should be commended for taking the time to develop this plan and it is important that all key stakeholders recognise some of the challenges and support the volunteers to move forward to grow Trafalgar Victory FC as one of the strongest soccer clubs in Gippsland.

## ACKNOWLEDGEMENTS

Trafalgar Victory FC received funding through the Country Action Grant Scheme for the development of their Strategic Plan. They would like to acknowledge the contribution made by the volunteers who have provided input into the plan and for their support of the club.

## METHODOLOGY

The aim of the Trafalgar Victory FC Strategic Plan is to provide a series of well thought out actions to help guide the volunteer committee over the next 5 years.

The following methodology was adopted for the development of the strategic plan:

- Member consultation – Through a participant on line survey and informal discussions
- Stakeholder consultation – Interviews
- Club Committee workshop
- Research – Literature review and demographic analysis
- Development of strategic objectives and actions
- Review of draft documents with key stakeholders
- Adoption of the strategic plan

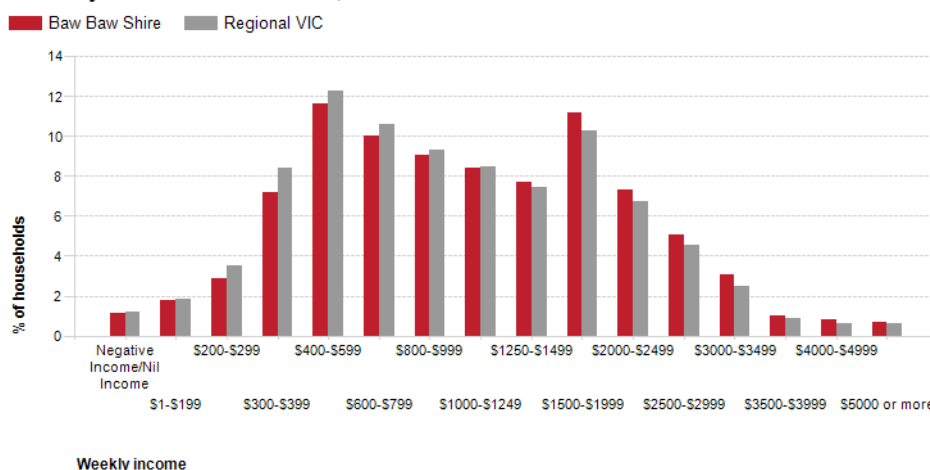
## SUPPORTING INFORMATION

### DEMOGRAPHICS

The **Shire of Baw Baw** is a local government area in Victoria, Australia, in the eastern part of the state. It includes the towns of Drouin, Longwarry, Neerim South, Trafalgar, Warragul and Yarragon. It was formed in 1994 from the amalgamation of the Shire of Buln Buln, Shire of Narracan, Rural City of Warragul and some parts of the Shire of Upper Yarra.

It covers an area of 4,031 square kilometres and at the 2011 Census, had a population of 42,864, with an average household size of 2.50. The more densely populated southern half of the Shire consists of low rolling hills given over primarily to dairy farming and other agriculture. The northern half lies in the Great Dividing Range and its foothills, where forestry remains an important industry. Tourism is also important in the region, aided by its proximity to and easy access from Melbourne. The shire is noted for its rural scenery and natural beauty, as well as gourmet foods and wines. The historic gold-mining town of Walhalla is located in the northeast of the shire. The major electricity-producing region of the Latrobe Valley lies immediately to the shire's east.

Weekly household income, 2011





Analysis of household income levels in Baw Baw Shire in 2011 compared to Regional VIC shows that there was a larger proportion of high income households (those earning \$2,500 per week or more) and a lower proportion of low income households (those earning less than \$600 per week). Overall, 10.7% of the households earned a high income and 24.6% were low income households, compared with 9.2% and 27.2% respectively for Regional VIC.

The major difference between the household incomes of Baw Baw Shire and Regional VIC is:

- A *smaller* percentage of households who earned \$300-\$399 (7.2% compared to 8.4%)

Located East of Baw Baw Shire is **Latrobe City**, which covers an area of 1,426 square kilometres. It is primarily urban with the vast majority of its population living within three major urban areas, which are Moe, Morwell and Traralgon, while other significant settlements within the LGA include Boolarra, Callignee, Churchill, Glengarry, Jeeralang, Newborough, Toongabbi, Tyers, Yallourn North and Yinnar.

The City has traditionally been recognised as the centre of Victoria's electricity industry, which is derived from one of the largest brown coal reserves in the world. It also the centre of a large forestry industry which services Australian Paper's pulp and paper mill (the largest in Australia) and other sawmills. Other industries in the area include food processing (National Foods – Morwell), engineering, post secondary education Federation University- Gippsland and the service sector. Being the largest population centre in the Gippsland region, Latrobe acts as the regional headquarters for Government agencies and private operators including banks and insurance companies.

At the 2011 Census, Latrobe City had a population of 72,396 and it is estimated that in 2013 it had grown to 73,846. 30,265 people living in Latrobe City in 2011 were employed, of which 59% worked full time and 38% part time. 11% of households earned an income of \$2,500 or more per week in 2011.

Analysis of household income levels in Latrobe City in 2011 compared to Regional VIC shows that there was a larger proportion of high income households (those earning \$2,500 per week or more) and a higher proportion of low income households (those earning less than \$600 per week).

Overall, 11.2% of the households earned a high income and 28.6% were low income households, compared with 9.2% and 27.2% respectively for Regional VIC.

The major differences between the household incomes of Latrobe City and Regional VIC were:

- A *larger* percentage of households who earned \$2500-\$2999 (5.7% compared to 4.5%)
- A *smaller* percentage of households who earned \$800-\$999 (8.3% compared to 9.3%)

#### **BAW BAW SHIRE COUNCIL - RECREATION STRATEGY 2005-15**

The key principles of the Baw Baw Shire Recreation Strategy are to:

- a) Develop an active and healthy community by encouraging widespread participation in recreational activities within the Shire

- b) Offer a broad range of recreational and sporting opportunities which meet the evolving and changing needs of the Baw Baw Shire
- c) Work in partnership with local sport and recreation organisations and the broader community to support the development of a wide range of readily accessible facilities across the Shire
- d) Maximise the utilisation of facilities by encouraging practical multifunctional use of recreational and sporting facilities
- e) Support the development of multi-use facilities where possible
- f) Minimise the costs of participation in recreational activities, particularly for children, families, and the disadvantaged, through Council coordination and cost-effective asset management practices
- g) Provide support to community sporting and recreational clubs to ensure they have the necessary skills to efficiently administer their
- h) organisation and facilities
- i) Gain government assistance for the provision of major facilities
- j) Develop a hierarchy of sporting facilities to ensure that a Regional quality facility is available for major sports played in the Shire

Development of outdoor facilities at Trafalgar Recreation Reserve identified in the recreation strategy were to consider land acquisition, provision of soccer and junior outdoor sports including cricket and football through;

- Upgrade of netball courts, dependent on a full assessment of courts and their use
- Review of Pony Club Facilities across the Shire
- Establishment of a playground at a high profile site in Trafalgar, catering to tourists and locals
- Facility infrastructure improvement, such as road sealing, sports ground drainage, lighting, irrigation and signage strategies
- Monitoring population growth and needs for indoor sports, including feasibility studies for development of indoor sports halls
- Development of recreation trail plans, providing safe and interesting places to walk/cycle and where possible to improve linkages between residential, sporting, educational and recreational facilities

#### **TRAFALGAR RECREATION PRECINCT MASTER PLAN 2009**

The Trafalgar Recreation Precinct Master Plan was commissioned by Baw Baw Shire Council in 2007 as the result of recommendations outlined in previous strategic documents and studies, which identified the need for a detailed master plan for recreation provision in the township.

Accordingly, the Master Plan provides a conceptual layout plan that identifies the range and location of recreation facilities proposed for the Trafalgar Recreation Precinct over the next ten years.

Since the master plan was developed the soccer fields have been developed, designs for the new entry have been done, netball courts works are completed and a feasibility was also done on the wetlands.

Other projects have been identified in the Master Plan which have been raised by club members, but due to the significant cost of the infrastructure, it will take time to implement the recommendations.

#### ABOUT THE CLUB

The club was established in 1996 and the club only fielded juniors and men's teams. It was in 2009 that the TVFC introduced a senior Women's team. In 2014 the club had 123 members, 98 were male and 25 were female. There were 45 Mini Roos, 25 Juniors, 12 Youth, 17 Men and 17 Females registered for competition.

The club is based in the Trafalgar Recreation Precinct. In 2011 the construction of the new ground commenced and was completed and officially opened in February 2012. The playing surface is regarded as one of the premier surfaces in the League.

The club participated in the Healthy Sporting Environments (HSE) program with GippSport and achieved most of the modules over a two year period.



## TRAFALGAR VICTORY FC - AWARDS AND RECOGNITION

- 2009**                   GSL's Club of the Year winner
- 2010**                   Victorian Sports and Recreation Club of the Year finalist.
- 2011**                   Optus SSF Coach of the Year runner up – Mark Judd
- 2012**                   2<sup>nd</sup> Division win Nan Bosma Cup  
Reserves and 2<sup>nd</sup> Division GSL League titles &GSL Golden Boot Awards
- 2013**                   MHFC She's All Heart Award winner – Jenny Moss (TVFC Secretary)  
TVFC Youth win GSL (South Gippsland) League Title  
TVFC Youth win GSL (South Gippsland) Premiership  
GSL – South Snr Men's B&F Dylan Wyatt and Matthew Beasley
- 2013 – 2014**       The club has participated in the GippSport Healthy Sporting Environment (HSE) Program
- 2014**                   TVFC Women Win Korumburra Cup  
TVFC Reserves Win South Gippsland League Title  
TVFC Reserves Win South Gippsland League Premiership  
TVFC Reserves Win South Gippsland League Cup  
The club has run a successful 5 a side tournament for the last 7 years as separate to the GSL fixture





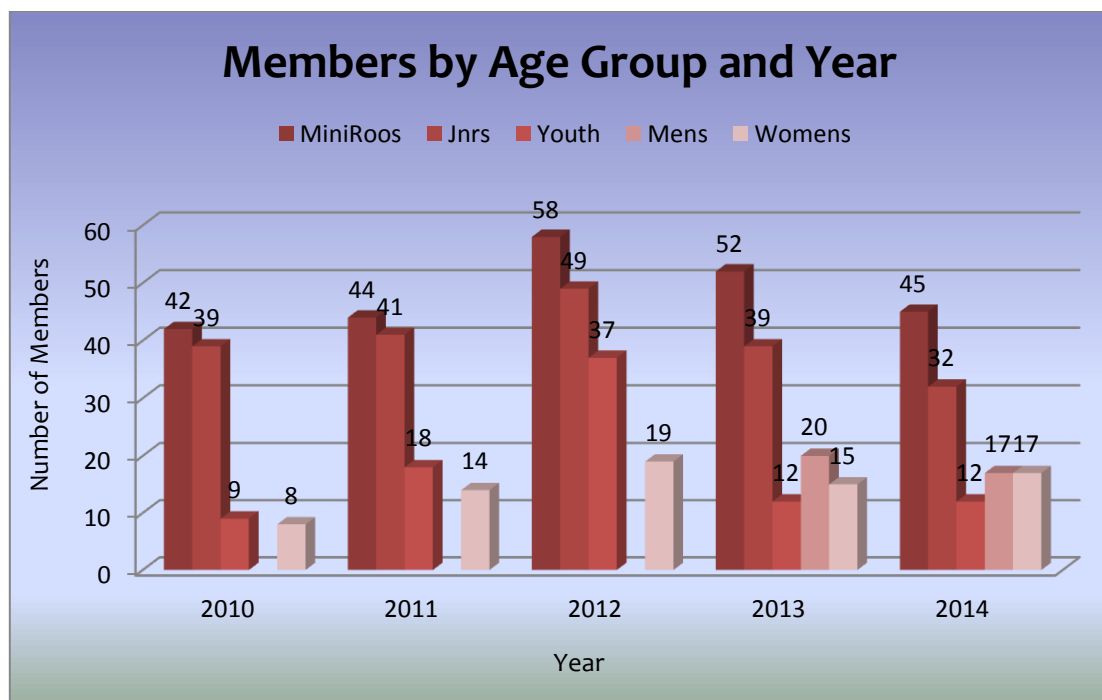
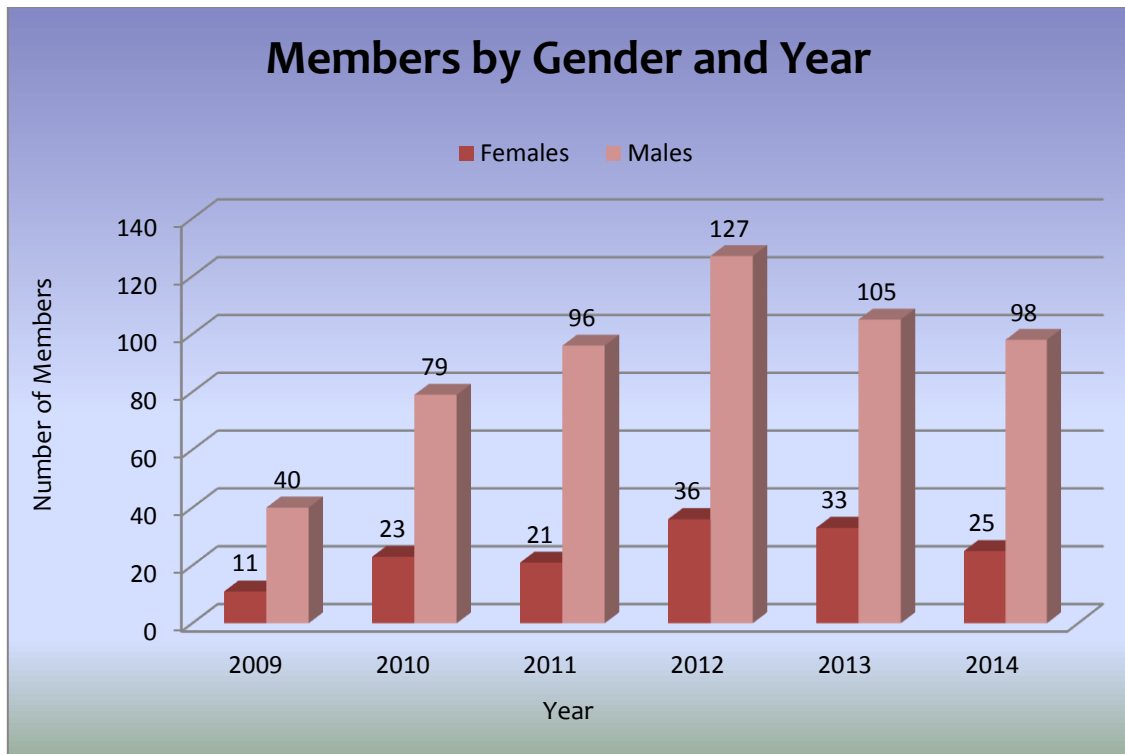
## TRAFALGAR VICTORY FC CLUB STRUCTURE

- President
- Vice President
- Secretary
- Treasurer
- General Committee Positions (up to 11 total committee members allowed for in constitution)
- Mini Roo's Coordinator
- Junior Coordinator
- Men's Coach
- Women's Coach
- Youth Coach
- Assistant Coach
- Grounds Manager

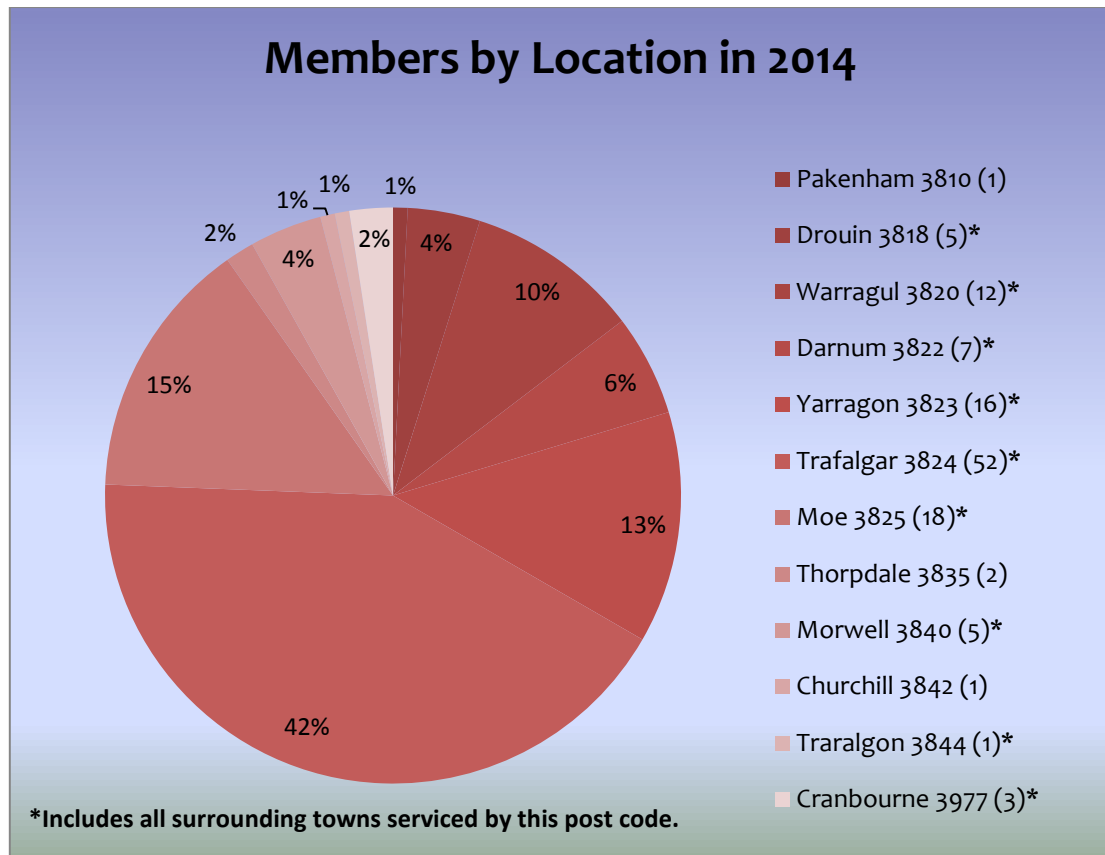
## CLUB MEMBERSHIP NUMBERS

The following graphs show the clubs membership information from the past five years. Memberships peaked in 2012, dropped significantly in 2013 and only a minor drop in 2014.

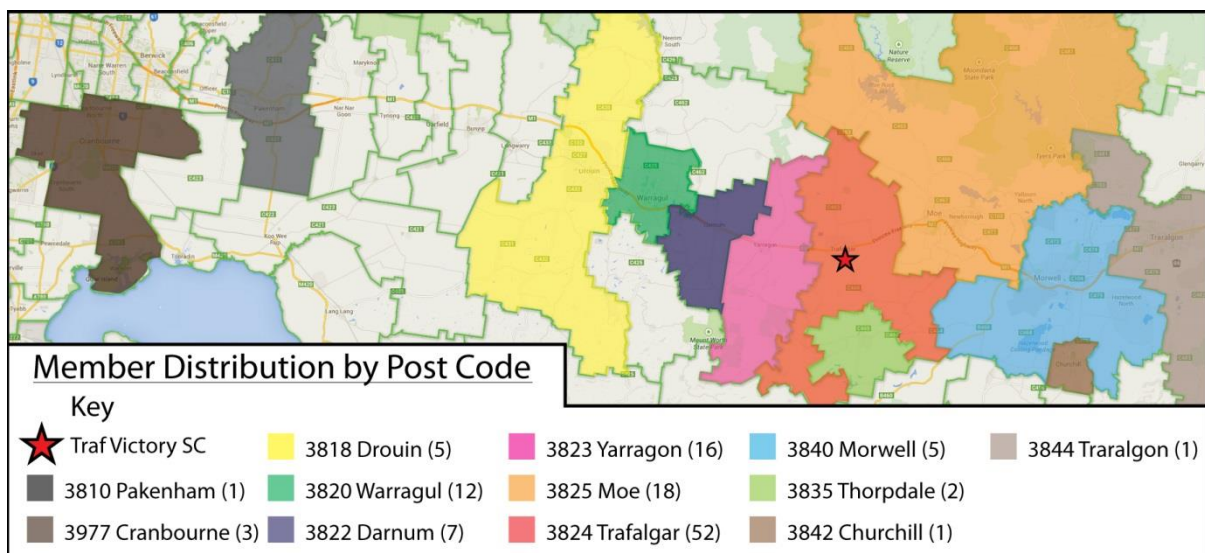




\*Please note that in 2010, 2011 and 2012 the information provided showed Mens and Youth grouped together.



This graph in conjunction with the below following map show the distribution of all members. Pakenham being the outlying suburb shows only one member residing.



### SURROUNDING CLUBS

The Trafalgar Victory FC Seniors play as part of the Gippsland Soccer League- South Division and the following clubs make up the competition;

- Drouin Dragons Soccer Club
- Korumburra City Soccer Club

- Leongatha Soccer Club
- Prom Coast Pirates Soccer Club
- Loch Soccer Club
- Mirboo North United Soccer Club
- Phillip Island Soccer Club
- Wonthaggi United Soccer Club
- South Coast Stars Soccer Club

The Trafalgar Victory FC juniors and MiniRoos play as part of the Gippsland Soccer League- Central Division and the following clubs make up the competition:

- Churchill United Soccer Club
- East Gippsland United Football Club
- Falcons 2000 Soccer Club
- Fortuna 60 Soccer Club
- Moe United Soccer Club
- Monash Soccer Club
- Morwell Pegasus Soccer Club
- Newborough-Yallourn Soccer Club
- Traralgon City Soccer Club
- Traralgon Olympians Soccer Club
- Tyers Soccer Club
- Warragul United Soccer Club

#### **GIPPSLAND SOCCER LEAGUE (GSL)**

The Gippsland Soccer League (GSL) is a community based, not-for-profit sporting organisation. It has been in operation for more than 60 years and is local Association for soccer in Gippsland where Football Federation Victoria is the State Sporting Association. The GSL is governed by a Board of Management whose members are elected by the League clubs at the annual general meeting. Club Member fees provide the majority of funding that supports the operation of the League.

The GSL office is based in Morwell, which is seen as the most central location. The Gippsland area is defined from Drouin in the West, to Lakes Entrance in the East and bounded by the mountains to the North and the sea to the South.

The League provides grass roots competition for all ages and abilities, and provides player pathways through Football Federation Victoria programs. The small-side football has provided a huge opportunity for the sport to increase participation and feed juniors into competition.



**SOCCER PARTICIPATION**

## FFV Strategic Map 2012 - 2015



### Our Purpose

'The FFV is the custodian of Association Football in Victoria and exists to advance the future success of the code in the state for the benefit of current and future registered members.'

### 2015 Beneficiary Performance Indicators

1. Total Registered Members: 102,000
2. Overall Member Satisfaction: 85%

**Strategic Imperative:** Achieve significant growth in registered members and improve the members' football experience

### Overarching Goals

#### Quantity & Quality of Facilities

Have access to sufficient and appropriate facilities for each form and level of the game

#### Engaging Women & Girls

Achieve significant growth in female participation across all participation segments by 2015

#### Creating Value for Money

Increase the value of football for both existing and prospective clubs (administrators / volunteers), parents and players

#### Volunteer Workload

Support the volunteers in the football community

#### Consumer Needs

Offer football and Futsal participants a choice of flexible offerings, in order to diversify revenue streams and grow the game

#### Structure & Delivery

Develop and implement a structure that maximises opportunities for community clubs and talented players

### Critical Success Factors:

1. Sufficient financial resources
2. Appropriate human resources
3. An integrated communications and marketing plan
4. Strong IT platforms

## CLUB HELP - GROWING YOUR MEMBERSHIP

One of the key objectives identified later in the plan is to develop a Member Recruitment Strategy. The Club Help website has identified that a significant drop off in membership can have a catastrophic impact on a club's viability, so establishing specific goals for membership numbers is an important function for the committee. Research shows that the following qualities of a club often find it easier to attract new members:

- Professionally run
- Good people who get along
- Quality coaching
- Family and Female Friendly Environment
- Success (on and off the field)
- Social activities

Alternatively the following things can turn people off:

- Disorganised club, members not kept well informed
- Individuals not getting a fair go re: game time, positions etc.
- Poor coaching
- Poor cohesion and infighting amongst members
- Club culture e.g. a boozy club environment can turn people away

## CONSULTATION

A survey of member's was completed during the 2014 season and a copy of the results can be found in appendix 1.

The results of the survey were considered at the committee workshop and used to help develop the Strategic Plan.



## SWOT ANALYSIS

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• The club is family friendly and welcoming</li> <li>• Strong and enthusiastic Committee who have a diversity of skills and backgrounds and have made a long term commitment to the club</li> <li>• Premier Soccer pitch in Gippsland</li> <li>• Member numbers are strong</li> <li>• Population growth is expected in local area</li> <li>• Coaches are experienced</li> <li>• Commitment to planning – development of a Strategic Plan</li> <li>• Very positive feedback about the club</li> <li>• Hard work undertaken over many years to develop facilities at the Trafalgar Recreation Precinct</li> <li>• Communication is good</li> <li>• Conduct a successful annual tournament</li> <li>• Hosted finals in 2014</li> <li>• The club has an excellent website and member handbook</li> </ul>	<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>• First strategic plan</li> <li>• Some issues with access to facilities in 2014</li> <li>• The need to improve facilities</li> <li>• Uncertainty of which division of GSL to compete in</li> <li>• Time constraints of volunteers/not enough volunteers</li> <li>• Limited income</li> <li>• Some areas of communication</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Build stronger links with facilities and other user groups/secure access</li> <li>• Introduce and train new volunteers to support the club</li> <li>• Increase membership and the number of people playing soccer</li> <li>• Building female participation</li> <li>• Resolve issues with GSL/access to central league</li> <li>• Secure sponsorship and grants</li> <li>• Links with local schools</li> <li>• Improve on field performance of the club</li> <li>• Coach development</li> <li>• Emerging talent – player pathways</li> <li>• Next year is the clubs 20<sup>th</sup> anniversary year</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of volunteers to support club operation</li> <li>• New sporting clubs developing/competing with AFL</li> <li>• Not developing skill level in players/not improving</li> <li>• Losing/not obtaining access to facilities for training</li> <li>• Lack of good club governance results is a major issue</li> <li>• Poor communication</li> <li>• Managing expectations – parents, volunteers and players</li> <li>• GSL putting barriers in place to stop re-entry to central</li> <li>• Financial resources – club is no longer sustainable</li> </ul>

## FUTURE DIRECTIONS

### Vision

Trafalgar Victory FC aims to create a welcoming family friendly club environment where everyone has the opportunity to play and enjoy soccer.

### Core Values

Trafalgar Victory values:

- Strong leadership and good governance
- Supporting volunteers who ensure the success of the club
- Premier soccer facilities in Gippsland
- Skill development for players, coaches and volunteers
- Effective communication and inclusive behaviour
- A safe environment that encourages respect
- Strong links with Council, other sporting clubs and the surrounding community
- Increased participation in soccer





## STRATEGIC PLAN

A series of goal areas have been developed and a series of actions to be implemented over the coming 5 years.

A priority has been given to be used as a guide;

Very High	Within 12 months
High	1-3 Years
Medium	3-5 years
Low	Not a key priority at this stage

### GOAL AREA 1 - STRONG LEADERSHIP

Develop sound governance practices and strong leadership for the club.

Action	Priority	By who
Strong Governance Structure - Ensure that all the Executive positions are filled and that the tasks are being completed	Very High	
Implementation of the Strategic Plan - include the Strategic Plan actions into meeting agendas, budgets etc to ensure implementation	High	
Develop Strong links with industry stakeholders including Council, FFV and the GSL	Ongoing	
Develop a "Roles and Responsibilities" spreadsheet to share the load across more volunteers at the club	Very High	
Create a succession plan for key positions on the committee, document roles and responsibilities	High	
Recognise and reward the work carried out by volunteers	Medium	
Ensure that all compliance requirements are met and risk management practices are sound	High	

**GOAL AREA 2 - INCREASING PARTICIPATION/BUILD MEMBERSHIP NUMBERS**

Increase club participation by building memberships to sustainable levels.

Action	Priority	By who
Make sure new people are made to feel welcome. Train coaches/team managers to welcome and induct new players. Ensure information provided in member handbook is up to date	High	
Transition senior teams to move back into the Central League of the GSL from the South Division. The survey results and workshop identify this as a key priority for member retention. Communicate this decision with members and work with the GSL to determine a realistic transition plan	Very High	
Develop a plan for building team numbers so that the club can participate in every age group. A strong player recruitment strategy will need to be developed and actioned	Very High	
Recruit/appoint experienced and well known coaches so that Trafalgar Victory becomes known for its quality coaches which will help with player recruitment	Very High	
Appoint a volunteer committee member to manage/ develop the Mini Roos program as this is a key to building membership numbers	High	

**GOAL AREA 3 - SUSTAINABLE FINANCIAL MANAGEMENT**

Develop a financial management plan that will continue to support the club for the future.

Action	Priority	By who
Develop annual budgets in line with the Strategic Directions identified	Medium	
Build membership numbers/income through realistic membership fees and member recruitment strategy	High	
Further develop social events and fundraising committee to develop functions and opportunities to generate revenue for the club. Set specific targets and educate all members of the importance of these activities	Medium	
Develop merchandise or other ways to create income for the club	Medium	
Look at ways to attract others users of the ground, when not being used by the club to generate additional income. Where possible other soccer users are most suitable.	High	
Apply for grants as they become available to purchase equipment, uniforms, pay for coaching courses etc	High	
Review the sponsorship package and strategy to identify if there is a better way to attract sponsors. Make sure that current sponsors feel as though they are getting value	Medium	

**GOAL AREA 4 - SOUND COMMUNICATION MECHANISMS**

Develop and maintain effective communication between and with all stakeholders.

Action	Priority	By who
Continue weekly club email/newsletter/web updated/Facebook	Very High	
Checking of club email and responses	Very High	
Keep up to date all marketing contact information i.e. Council website, GSL website, Recreation Precinct contact lists	High	
Ensure good Communication with GSL/attendance to delegates meeting	Medium	
Communication with FFV and work to attract emerging talent programs, coaches courses and matches to Trafalgar Recreation Precinct. This will ensure key exposure for the facilities and provide opportunities for TVFC.	High	
Ongoing Communication with Council in regards to the clubs future directions and the need to have secure access to facilities and continual upgrades to facilities	High	
Improve communication within the committee, develop an agreed method and timeline of communication and have regular meetings. Determine who will speak/represent the club externally. Consider holding the meetings in a public location rather than at peoples houses.	Very High	



**GOAL AREA 5 - COACHING & PLAYER DEVELOPMENT**

Provide members with access to suitably skilled and qualified coaching and instruction.

Action	Priority	By who
Continue to build numbers in all teams using the member recruitment strategy. Recognise the success of teams and individual players through internal and external marketing. Focus on Trafalgar immediately and then other key areas.	Very High	
Encourage club members to pursue talented player pathways offered through GSL/FFV. Attract these types of programs to Trafalgar where possible	Medium	
Encourage all coaches to attend coaching courses and continue their education	Medium	
Try and recruit experienced coaches for older age groups/seniors teams where possible if they are not available internally. Look at ways to entice or reward coaches within the resources of the club i.e. travel costs, support to reduce their workload, recognition. When selecting new coaches, ask for their coaching history and references to check alignment with clubs philosophy perhaps through a formal interview process	High	
Develop a coaching philosophy and ensure that all coaches use the National Framework as the playing style. Circulate codes of conducts and the philosophy so that parents/ players/ coaches understand what the club is trying to achieve	High	
Recruit an Assistant Coach/Team Manager for each team where possible to build depth in the club and reduce the individual workloads. This will also help to improve communication and coordination within each team, rather than relying on the committee.	High	
Look at times that training is being offered – does it suit players, coaches, does it clash with other local sports, bus timetables. All issues may impact on people's ability to come to training. Look at ways to be flexible, especially with women who may have family commitments	Medium	

**GOAL AREA 6 - EFFECTIVE MARKETING & PROMOTION**

Promote and market the club to maximise opportunities for growth.

Action	Priority	By who
Clearly define a member recruitment strategy that includes marketing campaigns in the following areas. The target areas should include; <ul style="list-style-type: none"> <li>Local Primary Schools - Mini Roos/juniors</li> <li>Local Women- advertise through schools, local gyms/fitness programs, high schools, netball clubs</li> <li>Talented Players that may be attracted back to the club with a move into the Central League - word of mouth, contacting key people</li> <li>Senior Men - word of mouth/contacting key people</li> </ul>	Very High	
Attend local community events and run information stands/BBQ	Medium	
Use a range of social media, local newspapers and other avenues to promote the club effectively	Very High	
Ask members to recruit- bring a friend, come and try days, free trials	High	
Launch the strategic plan to all key stakeholders that can help build the club	High	
Develop a strong club identity where 'Trafalgar Victory FC' is the club of choice. Positive language by the committee and all members will help to build numbers and pride, this will also help to obtain support for club fundraising activities.	Very High	
Celebrate the clubs 20 <sup>th</sup> year in 2015 with a range of marketing material and events that highlights the clubs history	High	

**GOAL AREA 7 - TRAFALGAR RECREATION PRECINCT: FACILITY UPGRADES**

Develop a plan to upgrade club facilities to be a long term home base for the club, its members and associated equipment required to cater for club growth.

Action	Priority	By who
Talk to Council about the update of the Trafalgar Precinct Master Plan and make a positive contribution to any future planning processes	High	
Clarify the roles and responsibilities as well as the financial implication of the licence agreements between Council and the Club	High	
Apply for grants as they become available for the individual projects needed	Medium	
Work with the Recreation Precinct Committee and other users groups to build a better working relationship and shared goals to work together on	Very High	
Work to set aside funds in the budget to contribute to larger projects at the reserve in the future	High	

**GOAL AREA 8 - MAXIMISE SOCIAL EVENTS & FUNDRAISING**

Increase club culture, morale and loyalty while also enhancing the clubs finances.

Action	Priority	By who
<p>Further develop a subcommittee to plan functions and opportunities to generate additional revenue for the club. Set specific targets and educate all members of the importance of these activities. These activities will also help to build club loyalty. (This will be easier when the rooms are completed.)</p> <p>Ideas include;</p> <ul style="list-style-type: none"> <li>• Bus trips to A league matches</li> <li>• Meal/social nights</li> <li>• Presentation nights</li> <li>• Summer social soccer</li> <li>• Raffles</li> <li>• Fundraising at community events etc/BBQ's</li> <li>• School holiday activities</li> </ul>	<p><b>High</b></p>	



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## DISCLAIMER OF LIABILITY

The information contained in this report has been prepared by Michelle Harris of Hands on Community Solutions on behalf of the Trafalgar Victory FC. The report is intended for the specific use of club and the key stakeholders who have been consulted. All recommendations by Hands on Community Solutions are based on information provided by or on behalf of the Committee or in the relevant research material reviewed for the development of this report. Hands on Community Solutions has relied on such information being correct at the time this report has been prepared.

Readers should note this report might include implicit projections about the future which, by their nature, are uncertain and cannot be relied upon. They are dependent on potential events or technical assessments which have not yet occurred.



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