



Mudgeeraba Soccer Club
Strategic Plan
2023-2028

Version history

Version	Author	Comments	Date
1	Jacqueline Buxton	Initial draft	01/04/23
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Document distribution and approval

Name, Title	Committee role	Action	Signature	Date
Jonathon Smith	President	Approve		29/06/23
Deanne Miller	Vice President – Juniors	Approve		29/06/23
Jodie Paine	Vice President – Seniors	Approve		29/06/23
Michael Dene	Treasurer	Approve		29/06/23
Jacqueline Buxton	Secretary	Approve		29/06/23

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Club Details

Organisation details

Organisation details			
Full legal name	Mudgeeraba Soccer Club Inc.		
Postal address	PO 1068		
Suburb	Mudgeeraba	Postcode	4213
Street address	2A Tallai Road		
Suburb	Tallai	Postcode	4213
Phone	0404 892 522	Mobile	0423 005 701
Email	secretary@mudgeerabasoccer.com		
Website	www.mudgeerabasoccer.com.au		
Facebook	www.facebook.com/MudgeerabaSoccerClub		

Contact details			
Primary Contact	Jonathon Smith	Phone	0404 892 522
Position	President	Email	president@mudgeerabasoccer.com
Secondary Contact	Jacqueline Buxton	Phone	0423 005 701
Position	Secretary	Email	secretary@mudgeerabasoccer.com

Incorporation and ABN Details			
Incorporation No.	IA05519	Incorporation Date	11/04/1989
ABN	20 859 749 953	Registered for GST?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Management committee			
Position	Name	Position	Name
President	Jonathon Smith	Vice President – Juniors	De Miller
Secretary	Jacqueline Buxton	Vice President – Seniors	Jodie Paine
Treasurer	Michael Dene		

Other appointed personnel			
Position	Name	Position	Name
Director of Coaching (DOC)	Aldo Gonzaga Neto	Senior Men's Coach	Paul Wilton

Purpose:

Mudgeeraba Soccer Club's purpose is to provide a service of soccer to the Mudgeeraba community and surrounding areas.

Club Background:

The inaugural meeting of the Mudgeeraba Soccer Club was held on the 22nd May 1979. With the fostering of junior sport as its mission, the club applied for and secured lease of Sid Bigg Park.

In late 1979, a highly successful fund raising dinner was held and soccer was gradually introduced. The Mudgeeraba Soccer Club played its first games in 1980. The club boasts many premierships over the years as well as a significant number of representative players. The clubhouse was built in 1986 and senior soccer commenced in 1987.

From humble beginnings, the club has grown to become one of the largest clubs on the Gold Coast with a memberships in excess of 650 players and fielding teams in Senior Men's and Women's, teams from U11 through U18 and multiple Mini-Roo (U6 to U11) teams in every age group. The club motto is "fun, family and soccer finesse".

Vision:

Provide the highest-levels of quality soccer training for players and enhance their social, emotional and physical health, in a positive and safe environment.

Mission Statement:

The primary objective of the Mudgeeraba Soccer Club is the development of junior football and footballers. We will provide the Mudgeeraba area with a football programme that prepares young players both mentally and physically for senior football. This will include the provision of a safe and supportive community based environment which encourages skill development, fitness, fair play and teamwork.

Membership:

Membership Category	2023	2022	2021	2020
Junior	282	294	303	312
Women	18	50	27	30
Men	109	113	72	50
Coaching & Volunteers	39	51	55	51
Social Members	25	22	30	12
Total	473	530	487	455

Facilities:

Mudgeeraba Soccer Club Inc. currently holds a Right of Use (ROU) for Sid Bigg Park I and Sid Bigg Park II. Sid Bigg Park I includes Field 1 and Field 2, which are currently used as the main pitches of the club, servicing Under 14's to Seniors (both Men and Women). Sid Bigg Park II

includes Field 3 and Field 4 which is divided into 2 pitches for Under 10,11,12 & 13's, 2 pitches for Under 8 & 9's and 2 pitches for Under 6's and & 7's. Field 1, 2 & 3 currently have flood lights which are operational. Field 4 has no lights and is only usable during day lit hours. Sid Bigg I has a grand stand style seating, with two dug out's on field 1, and none of field 2. Sid Bigg II has no seating or dug outs currently.

Additionally, the club leases two council buildings being the Tallai Rd Clubhouse and the Old Coach Rd Clubhouse. To date, the club has invested approximately \$500,000 into the Old Coach Rd Clubhouse. Both clubhouses have canteens which are operated by the club, as well as bars with current liquor licenses.

SWOT

Strength	Weakness
<ul style="list-style-type: none"> - Facilities including new hall - Good relationship with council - People (executive committee) - Strong base of membership - New club management & committee structure - Updated constitution - Good staffing (DOC) - Training and Development plan 	<ul style="list-style-type: none"> - Level of funding - Lack of sponsorship, fundraising, government grants - Lack of community support - Restricted field availability - Decline in volunteers - Lack of adequate drainage - Possible poor club communication - Conflicts between other clubs - Lack of reputation - Lack of qualified coaching staff - No provision for indoor training - No lighting on field 4
Opportunities	Threats
<ul style="list-style-type: none"> - Attract more playing members - Secure more lucrative sponsorship deals - Increase in social members - Alliances with businesses, schools, local and state government - Current venues to raise revenue outside of football related business - Better use of the club social media & website - Utilise the sports hall/community centre to its full potential 	<ul style="list-style-type: none"> - Cash flow - Other local clubs / associations - Players leaving to join other sports - Poor management - Vandals - Lack of revenue - Declining membership - Lack of sponsorship - Rising costs - Poor attendance to club events - Junior members leaving to access higher quality coaching elsewhere - Negative experiences

Competitors

Mudgeeraba Soccer Club does not have any major alternate football organisations to compete with in the Mudgeeraba Area, they do face competition from rival sports associations. Within the local Gold Coast region, Mudgeeraba has several competitors including local club's such as Robina Soccer Club, Nerang Football Club and Tallebudgera Soccer Club.

Sports	National Membership Numbers ¹	Product Offering
AFL	224,000	School. Club. Professional.
Rugby League	406,000	School. Club. Professional.
Netball	413,000	School. Club. Representative. Professional.
Tennis	563,000	School. Club. Professional.
Cricket	219,000	School. Indoor cricket. Club. Representative. Professional.
Hockey	121,000	School. Club. Representative. Professional.
Basketball	406,000	School. Club. Professional.

¹ Australian Participation in Sport, ABS 2006 and Australian Sports Commission Survey 2006.

Goals

Organisation overview	
Where we are now	Where we want to be
Current membership <ul style="list-style-type: none"> • 410 playing members • 63 non-playing members 	Ideal membership <ul style="list-style-type: none"> • 500 playing members • 90 non-playing members including social members
Current number of volunteers <ul style="list-style-type: none"> • 8 regular volunteers • 10 standby volunteers 	Ideal number and type of volunteers required to operate <ul style="list-style-type: none"> • 5 permanent administration volunteers (executive committee) • 12 skilled operational volunteers (sub-committee) • 10 standby volunteers
Current financial resources <ul style="list-style-type: none"> • Fundraising \$15,000 • Grants \$20,000 • Membership registrations \$200,000 • Sponsorship \$20,000 	Optimal financial resources to operate <ul style="list-style-type: none"> • Operational \$290,000 • Facility improvements \$100,000 • Equipment replacement \$80,000
Management and administration procedures <ul style="list-style-type: none"> • Regular committee meetings • Documentation stored digitally 	Management and administration procedure improvement opportunities: <ul style="list-style-type: none"> • Improving communication between members and club • Consistent operational documentation
Facility quality <ul style="list-style-type: none"> • Building/s functional • Upgrades to home and away changerooms • Basic first aid facilities • Suitable function facilities 	Facility upgrades <ul style="list-style-type: none"> • Amenities renovation • Better first aid facilities • Improved field drainage • Better storage facilities • Field Lighting
Equipment quality <ul style="list-style-type: none"> • Equipment adequate (approx. 2 years) 	Additional/replacement equipment <ul style="list-style-type: none"> • New goals • Further expansion of equipment resources

Improvement targets

Membership, participation & player development

- Maintain current memberships
- Increase women's football participation
- Increase junior (miniroos and competition) football participation
- Further expand opportunities for coaching development
- Review and update player development guide

Management & Operations

- Retain current volunteers
- Attract new and skilled volunteers
- Update club communication policy
- Strengthen Club's committee and sub-committee framework
- Create documentation manuals, policies and procedure documents.

Partnership Development

- Increase sponsorship opportunities
- Liaise with schools, kindy's and other local community groups
- Review sponsorship packages for upcoming season

Financial Management

- Research more grant opportunities
- Improve grant application processes
- Investigate hiring out clubhouse for private functions
- Host more social events to increase fundraising revenue stream
- Sinking fund for repairs / improvements & ongoing maintenance
- Continue with ongoing fiscal management policies and procedures

Facilities

- Install Lighting on field 4
- New Seating & Dug outs on Tallai Rd
- New Scoreboard for Tallai Rd
- Increased first aid facilities for both venues
- Canteen Fit out for Old Coach Rd Clubhouse
- Roof Repair on Tallai Rd Clubhouse
- Canteen Upgrade for Tallai Rd Clubhouse
- Improved Drainage on Field 1 & 2
- Upgrade lighting on Field 1, 2 & 3
- Improved Drainage on Field 3 & 4
- Air-conditioning in Tallai Rd Clubhouse

Equipment

- Replacement of goals
- Purchase additional equipment
- Resource Management

Action Plan

Membership, participation & player development

Membership, participation & player development				
What we need to do	How we plan to do it	By when	By who	Cost
Maintain current memberships	<ul style="list-style-type: none"> Communication to current membership Social media advertising Survey to current 2023 members 	April 2024	Registrar & Secretary	Nil
Increase women's football participation	<ul style="list-style-type: none"> Social media advertising Survey to current 2023 members Active participation in women's programs 	June 2027	Senior VP	NIL
Increase junior (miniroos and competition) football participation	<ul style="list-style-type: none"> Social media advertising Survey to current 2023 members Active participation in recruitment programs such as joeys 	June 2026	Junior VP	NIL
Further expand opportunities for coaching development	<ul style="list-style-type: none"> Update coaching manuals Coaching Meetings to discuss improvements Coaching Hub 	Jan 2025	Secretary & DOC	NIL
Review and update player development guide	<ul style="list-style-type: none"> Update of Junior Development Plan (JDP) to reflect current practices Promotion of player pathways such as kangaroos programs 	Jan 2024	Secretary & DOC	NIL

Management & Operations

Management & Operations				
What we need to do	How we plan to do it	By when	By who	Cost
Retain current volunteers	<ul style="list-style-type: none"> Introduce a formal recognition program Formalise job descriptions to allow for volunteer satisfaction 	Jan 2024	President	NIL
Attract new and skilled volunteers	<ul style="list-style-type: none"> Formalise job descriptions to allow for volunteer satisfaction Create volunteer forum for those members that would like to help on a less formal basis Continue advertising and recruitment for sub-committee roles 	Jan 2026	Secretary	>\$1000
Update club communication policy	<ul style="list-style-type: none"> Investigation of communication options for club members Select a communication portal to utilise within the 2024 season Update of club website Create a branding guide & better social media presence 	Jan 2024	Social Media Coordinator & Secretary	\$1000
Strengthen Club's committee and sub-committee framework	<ul style="list-style-type: none"> Formalise job descriptions to allow for volunteer satisfaction 	Aug 2023	Secretary	NIL

Create documentation manuals, policies and procedure documents.	<ul style="list-style-type: none"> Create documentation manuals to allow for others to provide assistance such as game day set up manuals. 	Jan 2025	Secretary & President	NIL
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Partnership Development

Partnership Development				
What we need to do	How we plan to do it	By when	By who	Cost
Increase sponsorship opportunities	<ul style="list-style-type: none"> Update website to allow for ease of marketing opportunities Create a better marketing plan for club to increase desirability Network with local business & community members 	Jan 2026	President & Social Media Coordinator	NIL
Liaise with schools, kindy's and other local community groups	<ul style="list-style-type: none"> Network with local schools, kindy's to advertise programs Network with local community groups and business to continue community relationships 	June 2024	Secretary	NIL
Review sponsorship packages for upcoming season	<ul style="list-style-type: none"> Request feedback from current sponsors to further inform packages 	Jan 2024	President	NIL

Financial Management

Financial Management				
What we need to do	How we plan to do it	By when	By who	Cost
Research more grant opportunities	<ul style="list-style-type: none"> Liaise with local, state and federal bodies to ensure the club is maximising grant opportunities Create a database of all grants 	Dec 2024	Secretary	NIL
Improve grant application processes	<ul style="list-style-type: none"> Apply for grants that meet club focuses goals such as those within the strategic plan 	Jan 2026	Secretary	NIL
Investigate hiring out clubhouse for private functions	<ul style="list-style-type: none"> Liaise with local council about further utilising the Old Coach Rd Clubhouse for private functions 	Jan 2024	President	NIL
Host more social events to increase fundraising revenue stream	<ul style="list-style-type: none"> Create event plan for the year Investigate costing Allocate budget for each event 	Jan 2025	President & Secretary	>\$50,000
Sinking fund for repairs / improvements & ongoing maintenance	<ul style="list-style-type: none"> Create term deposits Allocate money within the budget 	Ongoing	Treasurer	>\$100,000

Continue with ongoing fiscal management policies and procedures	<ul style="list-style-type: none"> • Reconcile accounts monthly • Run expenses report monthly • Present expenses report monthly to committee • Investigate large and/or over-budget expenses • Create yearly budgets 	Ongoing	Treasurer	NIL
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Facilities

Facilities				
What we need to do	How we plan to do it	By when	By who	Cost
Install Lighting on field 4	<ul style="list-style-type: none"> • Liaise with local council on requirements for this • Apply for grant opportunities • 3 quotes • Award contract based on price, quality and ability to deliver before busy period 	June 2026	Management committee	>\$100,000
New Seating & Dug outs on Tallai Rd	<ul style="list-style-type: none"> • Liaise with local council on requirements for this • Apply for grant opportunities • 3 quotes • Award contract based on price, quality and ability to deliver before busy period 	Jan 2026	President	>\$20,000
New Scoreboard for Tallai Rd	<ul style="list-style-type: none"> • Contact sign maker to arrange for new signage 	June 2024	Secretary	>\$5000
Increased first aid facilities	<ul style="list-style-type: none"> • Utilise storage space into change room 1 as a dedicated first aid space • Provide training to all committee members & willing volunteers • Fit out first aid space with appropriate equipment such as treatment bed etc. 	June 2025	Secretary	>\$5000
Canteen Fit out for Old Coach Rd Clubhouse	<ul style="list-style-type: none"> • Research requirements & equipment pricing • Liaise with local council • Apply for grant opportunities • Purchase needed equipment such as sandwich press 	Dec 2025	President, Secretary & Treasurer	>\$5000
Roof Repair on Tallai Rd Clubhouse	<ul style="list-style-type: none"> • Apply for grant opportunities 	Dec 2026	President	>\$250,000
Canteen Upgrade for Tallai Rd Clubhouse	<ul style="list-style-type: none"> • Research requirements & equipment pricing • Liaise with local council • Apply for grant opportunities • Purchase needed equipment • 3 quotes • Award contract based on price, quality and ability to deliver before busy period 	Dec 2027	President	>\$2000

Improved Drainage on Field 1 & 2	<ul style="list-style-type: none"> • Liaise with local council on requirements for this • Apply for grant opportunities • 3 quotes • Award contract based on price, quality and ability to deliver before busy period 	Jan 2028	President	Unknown
Upgrade lighting on Field 1, 2 & 3	<ul style="list-style-type: none"> • Liaise with local council on requirements for this • Apply for grant opportunities • 3 quotes • Award contract based on price, quality and ability to deliver before busy period 	Jan 2028	President	Unknown
Improved Drainage on Field 3 & 4	<ul style="list-style-type: none"> • Liaise with local council on requirements for this • Apply for grant opportunities • 3 quotes • Award contract based on price, quality and ability to deliver before busy period 	Jan 2028	President	Unknown
Air-conditioning in Tallai Rd Clubhouse	<ul style="list-style-type: none"> • Liaise with local council on requirements for this • Apply for grant opportunities • 3 quotes • Award contract based on price, quality and ability to deliver before busy period 	Jan 2025	Secretary	>\$10,000

Equipment

Equipment				
What we need to do	How we plan to do it	By when	By who	Cost
Replacement of goals	<ul style="list-style-type: none"> • Stocktake of current equipment • Sell current equipment to raise money • Reach out for sponsorship • 3 quotes 	Jan 2026	Secretary & Treasurer	>\$50,000
Purchase additional equipment	<ul style="list-style-type: none"> • Purchase additional resources that will help improve training and coaching such as VEO cameras 	Jan 2026	Secretary & Treasurer	>\$35,000
Resource Management	<ul style="list-style-type: none"> • Create a streamlined process to allow coaches and managers to book resources such as goals, VEO cameras, specialise resources. 	Jan 2024	Secretary & DOC	>\$2000

Budget

Income	\$
Regos	\$ 208,687
Fundraising	\$ 10,000
CC Income	\$ -
Sponsorship	\$ 20,000
New hall	\$ 30,000
Bar	\$ 40,000
Canteen	\$ 10,000
Total Income	\$ 318,687
COG Expenses	
Uniforms	\$ 34,000
Merchandise	\$ 5,000
Equipment	\$ 10,000
FQ & FFA Rego & Fees	\$ 70,000
Bar Expenses	\$ 25,000
Canteen Expenses	\$ 5,000
CC Expenses	\$ -
Coaching Payments	\$ 30,000
Ref fees	\$ 15,000
Total SC expenses	\$ 194,000
Total Profit before operating expenses	\$ 124,687
Operating Expenses	
Accounting	\$ 5,000.00
Audit fees	\$ 5,000.00
Gas	\$ 4,000.00
Electricity	\$ 14,000.00
Events	\$ 2,000.00
Line Marking	\$ 7,000.00
Insurance	\$ 15,000.00
Trophies	\$ 3,000.00
Coaching Courses	\$ 5,000.00
Media	\$ 2,000.00
Furniture	\$ 3,000.00
ROU	\$ 4,000.00
Printing & Stationary	\$ 1,500.00
Rates & water	\$ 4,000.00
Maintenance	\$ 5,000.00
Rubbish Removal	\$ 4,000.00
Security	\$ 1,000.00
Subscriptions	\$ 1,500.00
Internet & phone	\$ 900.00
Fundraising expenses	\$ 3,000.00
Office Expenses	\$ 1,000.00
Photos	\$ 2,500.00
Website / Tech	\$ 5,000.00
Payment for senior expenses	\$ 3,000.00
total operating expenses	\$ 101,400.00
Profit	\$23,287.00