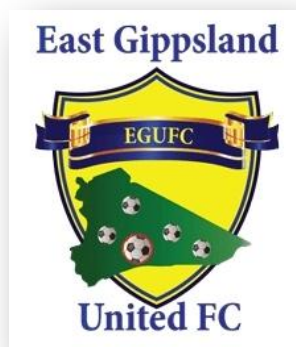


***EAST GIPPSLAND UNITED FOOTBALL CLUB Inc.***

**ABN: 31 639 819 715**



# **STRATEGIC BUSINESS PLAN**

## ***2014 - 2018***

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**Nominated Contact:**

Name: Wayne Jarvis  
Role: President

The Business Plan has been developed and approved by the following Committee Members of the *East Gippsland United Football Club Inc.*

**The Board:****Portfolio**

- |                             |                                      |
|-----------------------------|--------------------------------------|
| 1. Wayne Jarvis             | President                            |
| 2. Glenn McLeod             | Vice President                       |
| 3. Nick Krajnc              | Secretary                            |
| 4. Melanie & David Tarling  | Treasurer                            |
| 5. David Claridge           | Senior Coordinator                   |
| 6. Lisa Desio               | Junior Coordinator                   |
| 7. Tim Ellis and Deb Grasby | Grants and Fund Raising Coordinators |
| 8. Mike Park                | Media Coordinator                    |
| 9. Debbie Andrews           | Head Registrar                       |
| 10. Fred Vanderslik         | Liaison Officer                      |
| 11. Simon Alleaume          | Liaison Officer                      |

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## 1.0 EXECUTIVE SUMMARY

The East Gippsland United Football Club (EGUFC) was formed to facilitate, promote and grow outdoor football - "The World Game" in East Gippsland. EGUFC has secured the use of Howitt Park Sports Complex on Princes Highway, Bairnsdale and the West Bairnsdale Oval for this undertaking.

The demand for the game since the development of the EGUFC 2010 -2014 Strategic Business Plan has grown with the registration of over 410 players - an increase of 30 players since summer season of 2008. The club was officially incorporated in February of 2009 for the start of the 2009 Gippsland Soccer League (GSL) home and away season. EGUFC is affiliated with the premier governing sports bodies for football in Australia, including Football Federation Australia (FFA), Football Federation Victoria (FFV) and the Gippsland Soccer League (GSL).

The local support for a local club and ground has been substantial and this is reflected in the membership. Maintaining and growing the EGUFC membership was a main objective of the 2010 -2014 Strategic Business Plan which the EGUFC has successfully achieved. The continued growth in playing numbers has stretched the capacity of the current playing facilities.

Having reached capacity it is recognised that the current facilities of the club are not able to cater for the increase in demand in Bairnsdale, let alone East Gippsland. The club cannot meet the demand for football in the region. The EGUFC Board has responded to its rapid growth and this Strategic Plan details the facility requirements needed to support the clubs current and future potential growth. This strategic plan also details the EGUFC operational, financial, governance, marketing, game development and player development objectives for 2014-2018.

***This Business Plan will play an integral role in managing East Gippsland United Football Club (EGUFC) and achieving its goals over the next four years (2014 – 2018). It will be used extensively by the Board and if necessary, will be modified to reflect the ongoing development and needs of EGUFC.***

## 2.0 THE VISION AND THE MISSION

### ***The Vision***

*The Board of EGUFC envision a state-of-the-art football facility in Bairnsdale for all East Gippsland community members to facilitate football on a local, regional, state, interstate and international level. Football will be regarded as the number one sport of choice in East Gippsland, the sport that provides quality experiences and opportunities, the sport that inspires all East Gippsland Community members.*

**Location – BAIRNSDALE – the gateway to East Gippsland**

*Bairnsdale & East Gippsland will be represented  
on the Australian and World “Football “ Map*

### ***The Mission***

*Initiate & facilitate a range of Quality Outdoor Football Competitions, Events & Programs that will give all East Gippsland Community Members the opportunity to participate regardless of their ability, experience, race, gender or age.*

***Provide a Football Facility in Bairnsdale adequate to deliver  
the Key Mission until the Vision is reached.***

### 3.0 EGUFC MAJOR ASSUMPTIONS

#### 3.1 Short and long term objectives

In the short term EGUFC seeks to improve on their current grounds and facilities to cater for current local and regional demand.

In the long term EGUFC seeks to obtain a state-of-the-art football facility or, to develop their current ground & facility to accommodate an expected overall growth in demand and to cater for intrastate, interstate and international events.

In accordance with EGUFC's Constitution the clubs objectives are to:

- (a) *Be a member Club of FFA and to comply with the constitution and by-laws of FFA and FFV*
- (b) *Prevent infringement of the constitution and by-laws of FFA and FFV and protect Football from abuse*
- (c) *Foster friendly relations among the officials and players of Football by encouraging Football games*
- (d) *Prevent racial, religious, gender or political discrimination or distinction among Football players*
- (e) *Promote, provide for, regulate and ensure effective management of Football competitions, tournaments and games under the control of or authorised by EGUFC*
- (f) *Co-operate with FFA, FFV, GSL and other bodies in the promotion and development of, or otherwise in relation to, Football, the Statutes and Regulations and the Laws of the Game*
- (g) *Facilitate the provision and maintenance of grounds, playing fields, materials, equipment and other facilities for Football*
- (h) *Act in the best interests of the East Gippsland United Football Club and Football*

### **3.2 Critical Success Factors and Issues Facing EGUFC**

EGUFC is faced with a number of issues that are likely to have a direct impact on the implementation of this business plan.

#### **Identified Issues:**

- Lack of adequate pitches & facilities.
- Provision of meaningful member services without exclusion.
- Funding.
- Volunteer recruitment and maintenance.
- Regional development.
- Right of natural progression (e.g. EGUFC ability to support seniors in the GSL).
- Making player development accessible to all.

### **3.3 Outcomes**

The following outcomes reflect what EGUFC wants to achieve over the next five (5) years.

- Operational and functional sporting facilities.
- Financial growth for future development.
- Strong market position.
- Operational excellence.
- Increase support to members.
- Increase levels of sponsorship and fundraising.
- Effective governance and management practices in place.
- Effective volunteer management plan.
- Path of succession.
- Athlete membership growth and participation.
- Effective sport education programs.
- Greater level of support from sporting organisations.
- Closer relationships with governing bodies.

## 4.0 KEY PERFORMANCE AREAS

EGUFC KEY PERFORMANCE AREAS (KPA)		
KPA	Focus area	Goal or objective
1. Governance Development	Affiliations	Affiliate with Football Federation Australia Affiliate with Football Federation Victoria Affiliate with Gippsland Soccer League
2. Game Development	Squad Teams	Increase Squad Teams in the GSL to include all age groups both Junior and Senior.
	Regional Competition	Increase regional competition participants.
	Grass-Roots	Increase grass-roots participation levels.
	Summer League	Increase Summer League participation levels
	Special Events	Annual Hosting Local Business Community Cup Annual Hosting Member Event Annual Hosting Schools Championship Annual Hosting Girls Challenger Series Annual Hosting East Gippsland Cup Victorian Country Championships – Junior Annual Hosting ‘Mallacoota – EGUFC’ Cup
	Participation	Increase overall participation by 5% pa
3. Member Development	Players	Identify player's to participate in FFV Talented Player Pathway annually.
	Coaches	Qualify and facilitate ongoing Coach accreditation.
	Referees	Qualify and facilitate ongoing Referee accreditation.
	Volunteers	Recruit and maintain volunteers. Adopt “EGUFC Volunteer Recognition Program”
4. Marketing Development	Media	Maintain and grow media relations.
	Newsletters	Produce and broadcast Newsletters via Email.
	Welcome Kit	Improve Welcome Kit.
	Website	Maintain and improve Website.
	Fundraising	Increase fundraising by 100%.
5. Financial Development	Sponsorship	Formalise Sponsorship packages. Increase Sponsorship levels.
	Grants	Apply for Local, State & Federal grants.
	Budgets/Cash flows	Formalise annual budgets. Produce annual reports.
	Annual General Meeting	Conduct Annual General Meetings.
6. Operations Development	Policies & Procedures	Annual review of Policies, Procedures and Plans.
	Uniforms & Equipment	Maintain uniforms (3 year life). Maintain equipment and purchase aids and assets. New uniforms for Squad Coaches, Team Managers and SSF Participants
	Grounds & Facilities	Improve current grounds and facilities. Identify suitable location for permanent grounds. Work with EG Council towards “State-of-the-Art” Football Facility. Break ground on new or, re-developed facility.



#### 4.1 Governance Development

**KEY PERFORMANCE AREA:** Governance Development  
**Focus area:** Affiliations and Relationships with Football Governing Bodies

**Goal:** To affiliate with governing bodies

**Objectives:** To form and develop relationships with governing bodies

Strategies	Actions	Responsibility	Time Line					Forecast	Performance Outcome	Priority
			2014	2015	2016	2017	2018			
Affiliate with Football Federation Australia (FFA) and Football Federation Victoria (FFV)	Continue affiliation with FFA, FFV	Committee	X	X	X	X	X	Annual	EGUFC affiliated with FFA and FFV.	Annual
Affiliate with Gippsland Soccer League (GSL).	Continue affiliation with GSL	Committee	X	X	X	X	X	Annual	EGUFC affiliated with GSL.	Annual

## 4.2 Game Development

**KEY PERFORMANCE AREA:** Game Development  
**Focus area:** Initiation and Facilitation of Quality Football Programs

**Goal:** To provide quality football programs for all East Gippsland Community Members

**Objectives:** Facilitation of various football events, competitions and programs.

Strategies	Actions	Responsibility	Time Line					Forecast	Performance Outcome	Priority
			2014	2015	2016	2017	2018			
Development of Squad Teams.	Continue to support squad teams for participation in the GSL.	Committee / Coaches	X	x	x	x	x	Annual	U12's Mixed, U14's Mixed, U16's Boys and U18 Girls, Seniors, Reserves and U21	High
Increase number of Squad Teams entered in GSL.	Recruit players from Summer League.	Committee / Coaches	x	X	X	X	X	Annual	Teams entered in all available Junior and Senior age groups.	High
Development of Regional Competition.	Grow Regional Men's Competition.	Committee	X	X	X	X	X		Men's Teams participating in two seasons per year.	Medium
	Initiate Regional Women's Competition.	Committee		X					Women's Teams participating.	High
	Grow Regional Women's Competition.	Committee			X	X	X		Women's Teams participating in two seasons per year.	Medium
Develop partnership with Bairnsdale Soccer Club (Futsal)	Grow participation and skills		x	x	x	x	x	Ongoing	Partnership agreed with Futsal	High
Provide a quality "grass-roots" Small Sided Football Program (SSF) twice per year.	Grow SSF participation levels.	Committee	X	X	X	X	X	Annual	High levels of participation at grass-roots level ages U6 -11, sufficient for future player succession.	High

**KEY PERFORMANCE AREA:** Game Development (Continued)  
**Focus area:** Initiation and Facilitation of Quality Football Programs

Strategies	Actions	Responsibility	Time Line					Forecast	Performance Outcome	Priority
			2014	2015	2016	2017	2018			
Provide a quality Summer League.	Maintain and grow current participation in EGUFC's Summer League.	Committee / Coaches	X	X	X	X	X	September	Competitions from U12's to Seniors.	High
Development of Special Events.	Annual Hosting of FFV special events.	Committee	X	X	X	X	X	As Available	FFV promotion of EGUFC and East Gippsland Shire.	Medium
	Annual Hosting of EGUFC member events.	Committee	X	X	X	X	X	Bi-Annual	Promotion of EGUFC and to reward members.	Medium
	Annual Hosting of FFV Girls Challenger Series.	Committee		X	X	X	X	Annual	Promote female participation in sport and the East Gippsland Community.	Medium
	Annual Hosting of EGUFC Community events.	Committee		X	X	X	X	Annual	Attract community and business involvement in EGUFC.	Medium
	Annual Hosting of Local Schools Championships.	Committee			X	X	X	Annual	Provide a sporting opportunity for Local Primary and Secondary Schools as well as promoting EGUFC as Football providers.	Medium
Increase Membership	Promote EGUFC as number one sporting club of choice by providing quality football experiences.	Committee	X	X	X	X	X	Bi-Annual	Increased membership.	Medium

### 4.3 Member Development

**KEY PERFORMANCE AREA:** Member Development  
**Focus area:** Initiation and Facilitation of Quality Member Services

**Goal:** To provide quality member services available to all East Gippsland Community Members

**Objectives:** Provision of various developmental member programs.

Strategies	Actions	Responsibility	Time Line					Forecast	Performance Outcome	Priority
			2014	2015	2016	2017	2018			
Player Development	Provision of quality coaching programs, identification of talented players and provision of talented player pathway.	Committee / Coaches	X	X	X	X	X	Annual	Players participating at an elite level.	High
Coach Development	Provision of quality coach accreditation programs, ongoing education and provision of professional coach pathways.	Committee / Head Coach	X	X	X	X	X	Annual	Qualified coaches for all teams. Launching platform for coach development pathways to professional level.	High
Referee Development	Provision of quality referee accreditation programs, ongoing education and provision of professional referee pathways.	Committee / Head Referee	X	X	X	X	X	Annual	Qualified referees for all matches. Launching platform for referee development pathways to professional level.	High
Volunteer Development	Recruit and maintain club volunteers including the provision of an "EGUFC Volunteer Recognition Program".	Committee	X	X	X	X	X	Bi-Annual	Increased volunteer numbers. Ensure succession of club governance. Streamlined operations.	High

#### 4.4 Marketing Development

**KEY PERFORMANCE AREA:** Marketing Development  
**Focus area:** Initiation and Facilitation of Marketing Plan

**Goal:** To provide a meaningful marketing plan to benefit EGUFC.  
**Objectives:** Raise awareness of EGUFC and increase funding opportunities.

Strategies	Actions	Responsibility	Time Line					Forecast	Performance Outcome	Priority
			2014	2015	2016	2017	2018			
Develop a media presence	Formulate and maintain relationship with local media including East Gippsland Newspapers.	Committee	X	X	X	X	X	Ongoing	Weekly editorial during competition. Event coverage and advertising.	High
	Formulate and maintain relationship with the broader media community. (Herald Sun – 3TR FM – magazines and television).	Committee / Publicity Officer		X	X	X	X	Ongoing	Editorial and advertising on a wider level.	Medium
Provision of regular emailed news.	Provide relevant material to all members.	Committee / Coaches	X	X	X	X	X	Monthly	Communication of club and player news to all members in a timely and relevant manner. Advertising opportunity for sponsors and interested parties.	Medium
Provision of Player/Parent Welcome Kit.	Build a kit that includes all relevant material for each program and competition.	Committee	X	X	X	X	X	Bi-Annual	All players/parents provided with the information necessary to ensure an informed and structured competition.	Medium
Promote soccer to the schools in East Gippsland	Develop a program to communicate and promote football across the schools in East Gippsland	Committee	X	X	X	X	X	Bi-Annual	Increase participation	Medium
Provision and maintenance of club Website.	Post all relevant club and sport material on club website.	Committee / Website Regulator	X	X	X	X	X	Ongoing	Up to date, fully accessible information portal for all members, parents and interested parties. Sponsorship and advertising opportunities for corporations.	High

#### 4.5 Financial Development

**KEY PERFORMANCE AREA:** Financial Development  
**Focus area:** Initiation and Facilitation of Financial Plan

**Goal:** To provide a meaningful financial plan to benefit EGUFC.  
**Objectives:** Production of accounting records and identifying funding opportunities.

Strategies	Actions	Responsibility	Time Line					Forecast	Performance Outcome	Priority
			2014	2015	2016	2017	2018			
Develop a fundraising program	Identify appropriate avenues for raising funds through club sponsored activities (e.g. Chocolate drives, raffles etc.)	Committee / Fundraising Officer	X	X	X	X	X	Ongoing	Increase overall funds in the club. Achievement of specific fundraising targets.	High
Increase club sponsorship.	Develop appropriate sponsorship packages to cover a range of opportunities.	Committee	X	X	X	X	X	Ongoing	Structured and detailed package to suit a range of sponsorships opportunities.	High
	Identify and approach potential sponsors.	Committee	X	X	X	X	X	Ongoing	Increase in funds to achieve club vision.	High
Identify and apply for grants.	Research and make application for suitable grants.	Committee	X	X	X	X	X	Ongoing	Obtain grant funding to meet specific, identified targets (e.g. uniforms, grounds, member development etc.)	High
Provide formalised financial accounting reports.	Produce annual Profit and Loss and Balance Sheets.	Treasurer	X	X	X	X	X	Annually	Accountable financial system and ensuring financial viability of the club.	High
Provide annual budgets and performance reports.	Produce annual budgets and cash flows.	Treasurer	X	X	X	X	X	Annually	Ensure financial viability of the club, provide yearly financial plan.	High

## 4.6 Operations Development

**KEY PERFORMANCE AREA:** Operations Development  
**Focus area:** Initiation and Facilitation of Operational Plan

**Goal:** To ensure continued operations of the club.  
**Objectives:** Provide excellent member services and at a quality venue.

Strategies	Actions	Responsibility	Time Line					Forecast	Performance Outcome	Priority
			2014	2015	2016	2017	2018			
To hold Annual General Meetings.	Hold Annual General Meetings in September each year.	Committee	X	X	X	X	X	Annual	Committee elected. Shared Vision.	High
To produce club policies and procedures in line with good club governance.	Produce, review, approve and broadcast.	Committee	X	X	X	X	X	Annual and as required	Up to date and relevant procedures and policies in place.	Medium
To produce annual "Year in Review" document.	Produce, review, approve and broadcast.	Committee	X	X	X	X	X	Annual	To keep members and community up to date on club performance.	High
Ensure all teams are supplied with club uniforms.	Determine numbers, assess condition – replace if necessary, delegate laundry service.	Committee / Team Managers	X	X	X	X	X	Ongoing	Professional club attire giving players a sense of pride and unity in their community and their club.	High
Ensure all club equipment is of a safe standard and is sufficient for training and competition purposes.	Maintain asset register. Biannual inspection and assessment of current equipment. Purchases as necessary.	Coaches / Equipment Manager / Committee	X	X	X	X	X	Ongoing	Safe environment. Coaches have necessary aids for training and matches.	High
Improve Howitt Park ground to be capable of supporting current club participation.		Joint effort with Howitt Park Committee and East Gippsland Shire Council.	X	X	X	X	X	Ongoing	Grounds, which meet the base requirements to facilitate football and support current participation.	High

**KEY PERFORMANCE AREA:** Operations Development (Continued)  
**Focus area:** Initiation and Facilitation of Operational Plan

Strategies	Actions	Responsibility	Time Line					Forecast	Performance Outcome	Priority
			2014	2015	2016	2017	2018			
Further improve Howitt Park ground to be capable of supporting both growth participation in real and target markets.	Locate a further pitch in the middle of the athletics track. Undertake any required remedial works to athletic track due to location of pitch. Install perimeter fencing. Improvements to clubrooms.	Joint effort with Howitt Park Committee and East Gippsland Shire Council.	X	X	X	X	X	Ongoing	Grounds, which meet the requirements necessary to meet real market numbers.	High
Identify suitable location for “state-of-the-art” football facility in Bairnsdale. (Howitt Park vs. other location).	Analyse Howitt Park vs. alternative land that can be developed into a modern football facility.	East Gippsland Shire Council with support from EGUFC.	X	X	X			2014	Identification of best facility to support operations.	High
Develop Master Plan	Draw up facility plans. Time Line Budgets Source Funding	East Gippsland Shire Council with support from EGUFC		X				2015		
Break ground on facilities.	Build or redevelop current facilities.	East Gippsland Shire Council with support from EGUFC		X				2015	“State-of-the-Art” Football Facility in Bairnsdale. EGUFC Vision.	High

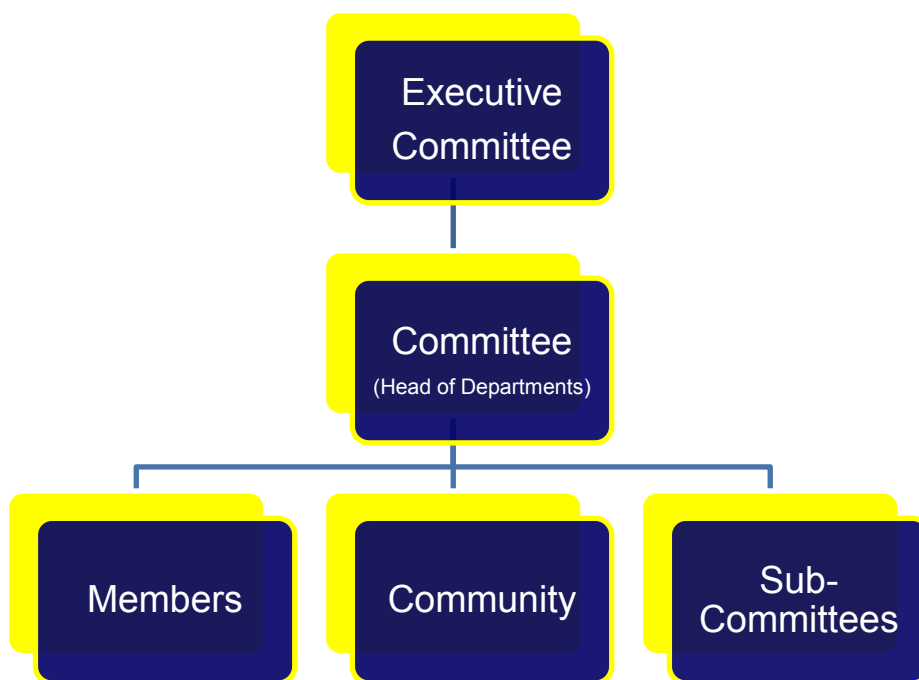


## 5.0 EGUFC MANAGEMENT STRUCTURE

### Board and Committee

<b>The Board of East Gippsland United Football Club Inc.</b>	
Primary role	Oversee and manage EGUFC
Composition	President, Vice President, Secretary, Treasurer, Members
Meet	Bi Monthly

### Organisational flowchart



### Identified Head of Departments

Governance Development  
 Game Development  
 Member Development  
 Marketing Development  
 Financial Development  
 Operations Development

## 6.0 ENVIRONMENTAL AND MARKETING ANALYSIS

The goals, objectives and strategies in this business plan aim to bridge the gap between where the East Gippsland United Football Club is now, and the vision of where the Club wants to be in the future.

### 6.1 Environmental Analysis

	Strengths	Weaknesses
Internal Environment	<p>Our STRENGTHS in the internal environment;</p> <ul style="list-style-type: none"> <li>➤ People – Enthusiastic Board</li> <li>➤ Innovative/modern approach</li> <li>➤ High Grassroots &amp; Junior Participation</li> <li>➤ Increasing volunteer numbers</li> <li>➤ Venue – Exposure/situation</li> <li>➤ Coach education (recognised qualifications)</li> <li>➤ Two seasons (winter/summer)</li> <li>➤ Increasing membership</li> <li>➤ Provision of player pathways</li> <li>➤ Structured policies and procedures</li> <li>➤ Website/net presence</li> <li>➤ Local media support</li> <li>➤ GSL participation</li> </ul>	<p>Our WEAKNESSES in the internal environment;</p> <ul style="list-style-type: none"> <li>➤ Lack of funds for new/improved facilities</li> <li>➤ Insufficient toilet facilities</li> <li>➤ Insufficient changing facilities</li> <li>➤ Lack of pitches</li> <li>➤ No fencing</li> <li>➤ Shared clubrooms</li> <li>➤ Competition with AFL/netball</li> <li>➤ Inability to support participation in GSL</li> <li>➤ Only possible to accommodate two pitch configurations at any one time. Either 1 x 11-a-side pitch and 1 x 7-a-side pitch, or 2 x 7-a-side pitches.</li> <li>➤ No technical areas, spectator seating, lighting or fencing.</li> <li>➤ No referee area.</li> <li>➤ No first-aid room.</li> </ul>
	Opportunities	Threats
External Environment	<p>Our OPPORTUNITIES in the external environment;</p> <ul style="list-style-type: none"> <li>➤ Increasing membership</li> <li>➤ Marketing and promotion</li> <li>➤ Acquisition of sponsors</li> <li>➤ Formation of an East Gippsland League</li> <li>➤ Strategic alliances with FFV/FFA</li> <li>➤ 2014 World Cup in Brazil including Australia generating demand for football</li> <li>➤ Increased female participation</li> <li>➤ Media/advertising and Internet, promoting the sport</li> <li>➤ Government's support for community programs and inclusions</li> <li>➤ Partnership with Bairnsdale Futsal</li> <li>➤ Large current market relatively untapped.</li> <li>➤ Governing bodies seeking to develop the sport in East Gippsland.</li> </ul>	<p>THREATS in the external environment;</p> <ul style="list-style-type: none"> <li>➤ Lack of revenue/funding</li> <li>➤ Cultural and behavioural barriers</li> <li>➤ Propensity for flood (average every 7 years)</li> </ul>

## **6.2 Marketing Analysis**

### **6.2.1 EGUFC Current Situation analysis**

EGUFC began official operations in February of 2009. The club entered 3 teams (2 junior and 1 senior) in the Gippsland Soccer League (GSL). These teams were assembled from players of the 2008 summer competition, used as a test event to gauge the demand for outdoor football in the area. The 382 registered summer players exceeded the founding committee's expectations and it was decided to launch home and away teams a year earlier than planned.

In 2009, EGUFC finished the year with 395 registered players and it was recognised that this number was all that the current facilities could accommodate in terms of pitches and human resources.

In 2014 the club has 410 registered playing members and supports GSL men's reserves, U21, U16, U14 boys, U17 girls, a junior summer league, men's summer league, and women's summer league. The club has reached its capacity and was oversubscribed for the junior summer program. It is anticipated that the 2014 Football World Cup in Brazil to which Australia qualified will increase the level of interest in the world game.

The EGUFC is one of the largest sporting clubs by participation in East Gippsland and has the capacity to grow given the right infrastructure and internal support from the club.

Soccer in Victoria is the largest team sport based on participation rates and is one of the only growing outdoor activities in Australia.

### **6.2.2 Servicing the Current Market**

#### **Current Football Operations**

The EGUFC currently has the following teams in Gippsland Soccer League (GSL):

- U21's
- Men's Reserves
- 5 Junior teams
- 1 women's team

These teams represent approximately 110 playing members.

The EGUFC also delivers the following football programs:

- Men's Summer competition – 50 playing members
- Juniors – 270 registered children

In total – 410 players (There are players that play in more than one program)

### 6.3 Future Football operations opportunities

EGUFC has been given dispensation to enter a U21 and Reserves team at this stage into the GSL. It is however, a requirement that EGUFC enter a Senior Men's team into the GSL.

EGFUC is also encouraged to enter a Senior Women's team, although this is not a requirement of the GSL.

The GSL have indicated that they would like to set up an Eastern Division of the GSL made up of teams from East Gippsland.

The EGUFC sees the opportunities and benefits of expanding the Junior program to run post Christmas (Feb to April).

The EGUFC is working in partnership with the East Gippsland Futsal (indoor soccer) competition to provide as many opportunities as possible for people to play football and expand their skills.

There are opportunities to run an East Gippsland Annual competition and to attract country representative teams, as well as regional and interstate competitions.

In summary football in East Gippsland is not only thriving but expanding and with the appropriate level of capacity within the club and facilities to support the EGUFC football operations the sport in East Gippsland will continue to play an important role in the community.

#### 6.3.1 Improvements Necessary to Current Field (Howitt Park)

Responsibility Matrix			
Works necessary for 2014 Season Commencement	Internal EGUFC	External EGUFC (EG Council/Howitt Park Committee/Other)	Time Line
Remove Tea Trees	X		
Remove Baseball Fence	X		
Ground Levelling	X	X	
Remove Concrete Pitch	X		
Reseeding	X	X	
Technical Shelters	X	X	
Spectator Benches		X	
Add topsoil and seed	X		

## 6.4 Servicing the Future Market

The EGUFC Business Plan 2010 – 2014 played an integral role in setting the direction for the club to achieve its desired vision and mission. The primary focus of the plan was to grow soccer in East Gippsland and to establish the EGUFC. The long term goal of the EGUFC identified in the 2010 – 2014 plan was to obtain state-of the art football facilities or to grow the current ground and facilities in order to accommodate the current and expected demand for football in East Gippsland. These state of the art facilities would also enable the club to cater for intrastate, interstate and international events. This long-term goal is still the focus for the EGUFC.

The EGUFC has long identified the lack of adequate pitches and facilities as a challenge that it wishes to address. The EGUFC recognises that it needs to work in partnership with the East Gippsland Shire Council to address its needs.

### 6.4.1 Current Problems

The EGUFC committee have identified the following problems in supporting its football operations

- It is not possible to accommodate two pitch configurations at one time
- No technical areas for coaches
- Not meeting GSL requirements
- No referee area
- No first aid room
- Shared clubrooms
- Lack of club identity
- Limited opportunities for fund raising
- Inability to support travelling GSL clubs
- Currently competitions split over two facilities
- Quality of playing surface
- No function room to support club functions
- Scheduling to take in other users dates and events
- Grounds subject to flooding
- Increasing costs
- Canteen facility not close to spectators
- No function room / facilities to entertain travelling clubs

## 6.5 Infrastructure and Facility Requirements

The main focus for the clubs facilities to resolve the problems identified are:

- An EGUFC Club House
- Pitches
- Surrounding parking and traffic management

### 6.5.1 EGUFC Club House

The EGUFC has identified the need for its own clubhouse for the following reasons:

A clubhouse would support the clubs entry requirements into the GSL. The current the facilities don not support travelling teams and therefore does not meet the requirements of the GSL.

The existing facilities do not meet the requirements for our own club with inadequate changing facilities to support changing for the men's teams, women's teams, referees, male and female toilets, and first aid area.

A clubhouse would provide the EGUFC with the opportunity to build the clubs own identity and status in the community. For example the EGFUC is unable to display its own memorabilia, have an honours board (club presidents, captains, life members etc.). As one of the largest sporting clubs based on playing members in the region, this is not acceptable for a club of our size and growth potential.

A clubhouse would support fund raising opportunities through:

- gate receipts
- sponsorships
- bar takings
- on site kitchen / canteen
- club functions: for example an annual awards dinner

An EGUFC clubhouse would support not only the growth of the clubs playing members but also the growth of the football department. The desired facilities would support the development of referees, coaches and would provide the opportunity to use state of the art IT facilities to support the coaching of the players.

A clubhouse would also provide a level of security for the children that participate in the junior program run in the summer through a central location.

### 6.5.2 Pitches and Facilities

The EGFUC have determined the following requirements to support the football operations:

- 2 x full size football pitches. One pitch to include floodlights
- 4 x training pitches. One pitch with floodlights to support training in the summer
- Both full size pitches to be of a quality to support EGUFC entry in the GSL
- Both full size pitches to have shelters for coaches to support both the home and away teams
- 1 full size pitch to include spectator seating

### 6.5.3 Supporting Infrastructure

Any new facility would require supporting infrastructure, which would include:

- an entry way to support game day ticketing
- traffic management and
- parking on game day

The provision of our own clubhouse and pitches provides the EGUFC with the ability to be in control and manage effectively its own scheduling (both playing and football development) and not be reliant on other clubs activities and events.

### 6.5.4 Risks

The EGUFC has identified a number of risks associated with not securing its own facilities. These are:

- Loss of GSL status
- Inability to support players
- Turning players away
- Lost opportunity to promote football in East Gippsland
- Volunteer burn out
- Lose players to other sports or not playing sport at all
- A fractured club through shared and separate facilities
- Inability to expand to support the growth of football.