



TOWARDS 2015 STRATEGIC BUSINESS PLAN

1/1/2010 TO 31/12/2014



Club Address
Keith Hume Fraser Reserve,
Swansea Road, Montrose VIC 3765

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www.montrosesoccer.com

www.montrosejuniorsoccer.com.au

SIGNATURES

The Strategic business plan has been developed, agreed to and signed off by the following stakeholders of Montrose Social Soccer Club:

| The Executive Committee | Position | Signature |
|--------------------------------|--------------------------|------------------|
| Alan Symons | President | |
| Emma Mann | Secretary | |
| Andrew Brush | Treasurer | |
| Keith Pentland | Chairman T2015 Committee | |
| Ben Clark | Council Representative | |
| Martyn Andrews | Junior Representative | |
| Doug Nolan | Director of Football | |

| Towards 2015 Committee | Position | Signature |
|-------------------------------|------------------------|------------------|
| Bob Jackson | T2015 Committee Member | |
| James Fitzsimons | Sponsorship Officer | |
| Ron Verniers | KHF Reserve Officer | |

| Shire of Yarra Ranges | Position | Signature |
|------------------------------|-----------------|------------------|
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EXECUTIVE SUMMARY

Objective of the Towards 2015 Strategic Plan

The Towards 2015 Strategic business plan will play an integral role in managing Montrose Social Soccer Club and achieving its goals over the next five years. It will be used extensively by the Executive Committee and where necessary, it will be modified to reflect the ongoing development and needs of Montrose Social Soccer Club.

A strategic business plan can only succeed when strong business management practices are put in place and are adhered to. Montrose Social Soccer Club, as part of this strategic business plan, will implement strong business practices in the areas of Operations and Finance to ensure that the club is managed diligently on behalf of all of its members.

The Towards 2015 Strategic business plan's main objective is to deliver a substantial upgrade of both the playing areas and clubroom facilities at Keith Hume Fraser Reserve to meet the demands of our growing junior and senior member base. Ideas for improvement have been canvassed and prioritised to assist with the allocation of the club's funds in the short term.

A prioritised list of items that will require local council and/or state or federal government will also be prepared and presented to the Yarra Ranges Council together with a request to formulate a joint business plan.

The following outcomes reflect what Montrose Social Soccer Club wants to achieve over the next five (5) years:

- financial stability and growth
- enhancement of our current facilities
- player membership growth and participation
- soccer to maintain a strong marketable presence
- increase levels of sponsorship and fundraising
- effective Governance and management practices in place
- effective volunteer management plan
- effective sport education programs
- greater level of support from the local community



In 2010, our second season of competition, Montrose Junior Soccer fielded one Under 12 team, two Under 11 teams, and two Under 9 teams, as well as 20 boys and girls participating in Under 6/7 eastern regional gala days.



Montrose Social Soccer Club

Montrose Social Soccer Club was established in 1975 playing in the Victorian Industrial & Amateur League before switching to the Bayside League in 2005. Montrose Social Soccer Club has won many trophies and awards during the last 35 years, both team and individual, and has grown from one men's team in 1975 to 4 men's, 1 women's and an affiliated Junior Club in 2010. The future is certainly looking bright for Montrose Social Soccer Club.

The **goals and objectives** of Montrose Social Soccer Club can be defined as follows:

- To be a sought after destination in relation to player development, with benchmark measures in place at Montrose Social Soccer Club in all aspects of coaching and junior development, refereeing and club administration.
- Opportunities for all coaches, players, administrators and referees at the club to be able to develop to their potential.
- To continue to promote the positive culture and leadership that is present at Montrose Social Soccer Club.
- Keen to promote as a strong community value our stance on non-violent behaviour and positive role-modelling for young people.

Towards 2015 Committee

The Towards 2015 committee was established in January 2010 with the aim of creating a 5 year strategic plan that will assist Montrose Social Soccer Club to ultimately upgrade/re-develop the facilities on offer to our members and the local community at Keith Hume Fraser Reserve, Montrose. The upgrade/re-development of the facilities on offer will help us achieve the goals and objectives previously listed.

2015 will mark the 40th anniversary of Montrose Social Soccer Club so 2015 ties in nicely with the end date of this 5 year strategic plan.

The strategic plan will build upon the work commenced in 2009 being the installation of floodlights on the 'bottom' pitch.

It is recommended that the Montrose Social Soccer Club Executive Committee adopt the Towards 2015 Strategic Plan for the benefit of playing and non-playing members and the local Yarra Ranges community in general.

The 2010 "Towards 2015" committee is:

Keith Pentland (Chair)
Alan Symons
Ben Clark
Bob Jackson
Ron Verniers
Andrew Brush
James Fitzsimons

OUR HISTORY

(Written by founding member, Terry Heard)

Montrose Soccer Club was formed in 1974 by two chaps who worked at Tessa Furniture in Jersey Rd, Bayswater. Their names were Alan Duffton and Bill Masterson. They approached several players who worked at Tessa along with players from Bowater Scott. Me, Peter Scheurer and Mick Read knew Alan and were asked to join the team too. We played several friendlies against local teams such as Bowater Scott and Fibremakers (now Croydon Ranges).

Alan approached the owner of Tessa for sponsorship and in 1975 we joined what was called the Industrial League and played our first game under the name of Tessa Town. From memory I believe our first game was against Fibremakers at their old ground on Bayswater Road which is now a Clive Peeters Warehouse.

Our ground was situated at Gracedale Park in Bayswater. It had no showers or change rooms, just a public toilet we used to change in until yours truly supplied an old 12' x 12' army tent as our first official clubroom. Even then we were a very social club; sometimes the tent wouldn't be pulled down until 10 o'clock at night after some games.

We stayed at Gracedale for about three years before we finally got a ground with facilities. The ground was at the back of the old Mooroolbark Garden Supplies (Fairhills Park). By this time Alan had changed jobs and was working for a chap called Mick Telly who ran Micron Cleaning, so we talked him into a small sponsorship and became Micron Soccer Club.

In the next few years we changed grounds a few times to Pembroke High School, Lilydale High School and Bargeong Reserve. Over that time we grew from one team to two and won a few championships. Some of the early players in the club today are Doug Colclough (yes he actually played until he had a spleen removed in the late 70's), Steve Axon, Pete Scheurer, Alan Hardcastle and yours truly. After Micron, Doug obtained a new sponsor (by blackmail I think) by the coincidental name of Amicron who supplied weld rod for Boral Industries.

A few years later we then moved to Keith Hume Fraser Reserve, our present day ground and changed our name to Montrose Soccer Club (Amicron went broke).

We were only allocated one pitch by the council; the other (facing the clubroom) was used for Gridiron.

Just twelve months after we moved there the council told us we would have to vacate the ground to make way for a Lacrosse pitch. The Gridiron boys were kicked out for taking their early warm ups out on the change room walls, and the council told us the pitch would be used for footy.

Our committee got together and took the council on, we wrote to the Soccer Federation and local newspapers, including Fred Villiers (sports writer for the Truth). Everyone rallied behind us and called the Lilydale Council prejudiced. Fred Villiers gave us a big write up and bagged the council as they didn't even have a Lacrosse or Football team lined up. We received an apology from the council and undertaking that both grounds could be used by Montrose Soccer Club indefinitely. By this time Alan and Billy (never to be seen again) retired. Alan pops in every now and again.

Terry Heard



OUR VISION AND VALUES

Our Purpose

The purpose of the Montrose Social Soccer Club is to:

- Promote soccer in the Yarra Ranges while catering for the social and competitive needs of our members.
- Provide opportunities for all participants to develop to their full potential.
- Ensure a safe and supportive environment to all our members.
- Be inclusive of all and to be aware of the diversity of our community.
- Play the game with spirit and in a fair and sporting way.

Our Vision

Montrose Social Soccer Club will continue in its expansion and development of its facilities, while continuing the promotion of soccer in the area and providing the highest quality development for all players, officials and volunteers. The game will be played at all times in a sporting and fair manner.

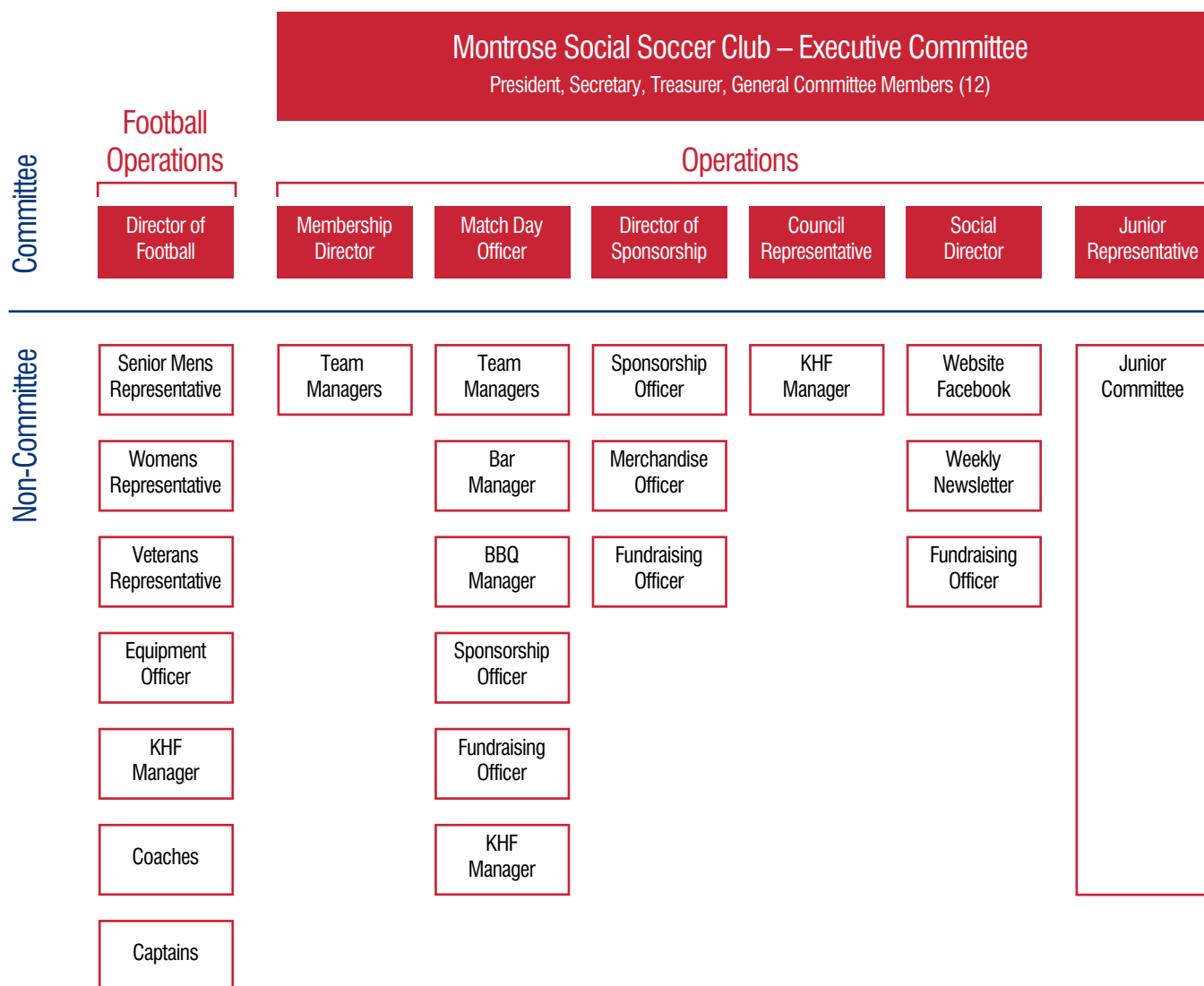
Our Values

Montrose Social Soccer Club is to promote a respectful and responsible culture amongst young people, and it being a safe, inclusive and accountable place for children, young people and women to come to. Soccer should be coached, played and supported at all levels of Montrose Social Soccer Club in a way which accords with the spirit of the game, encourages the broadest possible community and family participation, and embraces all who wish to be involved in a positive and encouraging environment.

Developmental aims and principles should take preference over competitive influences in relation to coaching and planning policies.



ORGANISATIONAL STRUCTURE



At the end of 2009 15 people nominated themselves to be part of the Montrose Social Soccer Club committee for 2010. An unprecedented number which has allowed the Montrose Social Soccer Club to restructure the committee with the aim of spreading the workload involved in running a successful sporting club.

The new organisational structure introduced in 2010 separates the club into 3 clear lines of responsibility; Football Operations, Operations and Junior Operations. The 'Juniors' is the future of Montrose Soccer Club so it is imperative that this part of the club be given a say in the direction that the whole club takes.

Having this structure also allows the running of the club to be managed separately from the football side. The continued success of Montrose Social Soccer Club requires successful management of all three areas of the club. The Towards 2015 strategic business plan aims to deliver initiatives that will assist in the successful management of these three aspects of the club.

Having a successful footballing side of the club will help attract new players/members; attracting new players/members is imperative in securing council funding to redevelop the facilities; redeveloping the facilities will help attract new players/members. These two aspects of the club go hand in hand; you can't have one without the other.

MAJOR ASSUMPTIONS

The Towards 2015 Strategic Plan has been developed with the assumption that Montrose Social Soccer Club will receive 100% support from the Yarra Ranges Council and the local community. This assumption includes securing necessary local council, state and federal government funding to enable Montrose Social Soccer Club to meet the goals of the strategic plan.

It is also assumed that Montrose Social Soccer Club will embark on a fundraising initiative to supplement any funding secured from the Yarra Ranges council and/or the Victorian state Government.

It is also assumed that soccer as a sport will continue to grow in Australia which in turn will potentially lead to an increasing number of junior players wanting to take up the world game in the Yarra Ranges community.



In 2009, our first season of competition, Cr Len Cox provided funds for Montrose Junior Soccer to purchase new playing strips and playing equipment.

CRITICAL SUCCESS FACTORS AND ISSUES

Montrose Social Soccer Club is faced with a number of issues that are likely to have a direct impact on the implementation of the Towards 2015 Strategic Plan. These issues have been addressed in this strategic business plan.

- Securing the required amount of funding from sources such as sponsorship, fundraising, local council and state government grants.
- Corporate governance – role of the Executive Committee, relationship between the Executive Committee and the members, management of resources/staff, reporting lines between the Executive Committee and the Towards 2015 committee.
- Implementation of soccer education and training programs within the Yarra Ranges Community.
- Continued numbers of volunteers both in Executive and non-executive committee roles.
- Continued numbers of senior (men and women) players.
- Lack of a unified approach to strategic planning and coordination.
- Continued growth of soccer as a mainstream football code.
- Allocation and management of human resources.
- Marketing and promotion of Montrose Social Soccer Club to local businesses, local council and the local community.



LONG TERM GOALS AND OBJECTIVES



Key performance areas (KPA)

Key performance areas are those general areas of operation within Montrose Soccer Club where a desired outcome is required over the period of the Towards 2015 strategic business plan and beyond.

| KPA | Focus area | Goal or objective |
|----------------------------|-------------------------------|---|
| Operations | Office administration | Produce agendas for and minutes of all meetings |
| | Corporate governance | Produce an updated Montrose Social Soccer Club constitution relevant to current structure |
| | Current facilities | Enhance current facilities so that they are family friendly |
| Marketing | Sponsorship | Develop and continually enhance the sponsorship packages that were launched in Jan 2010 |
| | Fundraising | To increase funds raised by 20% each year of the Towards 2015 Strategic Plan |
| | Merchandise | Increase sales of branded Montrose merchandise |
| | Promotions | Re-launch website and produce Montrose branded promotional material |
| | Communications | Produce monthly email newsletter for members |
| Football Operations | Events | Host club for Junior gala days |
| | Participation and development | Increase player numbers by 100% over the 5 year period |
| | Local schools | Establish local school soccer coaching clinics in conjunction with FFV |
| | Coaching | To have five qualified coaches by end of 2012 |
| | Junior teams | Establish Under 15 & 16 teams to become feeder teams for the Seniors |
| | Facilities | Redevelop clubrooms and changing facilities |
| Finance | Operational budgets | Produce yearly operating budget |
| | Cash flow forecasts | Provide a 12 month cash flow budget |
| | Financial reporting | Produce balance sheet and profit and loss statements |
| | Banking | Set up EFTPOS facilities |

LONG TERM GOALS AND OBJECTIVES

Towards 2015 Implementation Plans

The following table lists all of the initiatives that will be managed under the Towards 2015 project. The initiatives are grouped by cost and by timeframe:

| | Short Term (< 2 yrs) | Medium Term (2-4 yrs) | Long Term (4-5 yrs) |
|--|---|--|---|
| Low Cost (< \$1000) | Interior/exterior MSSC signage – \$500 | Install playground equipment (Council) – No cost to MSSC | |
| | Log cabin cosmetic changes; posters, partitions – \$500 IN PROGRESS | Sponsor disadvantaged kids – \$1,000 p.a. | |
| | Fridge/freezer log cabin – \$750 | Junior clinics in local schools – \$500 p.a. | |
| | Landscaping – \$500 | | |
| | Pergola left of clubrooms - \$900 DELIVERED | | |
| | Plasma TV/DVD player – \$750 DELIVERED | | |
| | Fix up clubrooms (showers, toilets, paint) – \$750 IN PROGRESS | | |
| Re-photograph team photos into consistent size – \$500 | | | |
| Medium Cost (> \$1000 < \$5000) | Family friendly clubrooms (couch, bean bags, barstools, tables) – \$2,500 | Water tanks – \$4,500 | |
| | External canteen window – \$1,750 | Drainage & irrigation bottom pitch – \$5,000 | |
| | Undercover subs benches Foldable Marquees – \$1,800 | 2nd ground for use by Juniors – \$1,000 p.a. | |
| | Artificial covers cricket pitches – \$3,000 DELIVERED | | |
| High Cost (> \$5000) | | Bitumen car park – \$10,000 | New or renovated clubrooms – \$500,000 to \$1,000,000 |
| | | | Fenced off bottom pitch – \$10,000 |



KEY PERFORMANCE AREAS

Strategic Business Plan Period (2010-2014)

Key Performance Area: **Operations**

Objective: To run Montrose Social Soccer Club professionally and to provide first class facilities for all members and the local community

| Strategies | Actions | Responsibility | Timeline (year) | | | | | Status | Performance Outcomes | Priority |
|---|--|--------------------|-----------------|----|----|----|----|--------|---|----------|
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| Produce agendas for and minutes of all meetings | Set up electronic storage of all agendas and minutes | Secretary | ● | | | | | ● | To improve organisational effectiveness | High |
| Review Montrose Social Soccer Club constitution | Secretary to circulate copies of current constitution to the Executive Committee | Secretary | ● | | | | | ● | To improve organisational effectiveness | High |
| Enhance Current facilities so that they are family friendly | Determine what enhancements can be made with current funding | Towards 2015 Chair | | ● | | | | ● | To improve the facilities on offer at Keith Hume Fraser Reserve | High |

● Timeline marker indicates what year of the 5 year plan the strategy is to be complete.

● On Track ● At Risk ● Behind Schedule

Key Performance Area: **Marketing**

Objective: To increase the brand awareness and promote Montrose Social Soccer Club as a professional sporting club

| Strategies | Actions | Responsibility | Timeline (year) | | | | | Status | Performance Outcomes | Priority |
|---|---|-------------------------|-----------------|----|----|----|----|--------|---|----------|
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| Enhance the sponsorship packages that were launched in Jan 2010 | Monitor feedback and update packages to meet the needs of our target sponsors | Director of Sponsorship | | | | | ● | ● | To improve annual sponsorship income by 400% on 2009 amount (\$5,000) | Critical |
| To increase funds raised each year of the Towards 2015 Strategic Plan | Develop ideas to continually raise funds for the Montrose Social Soccer Club | Fundraising Officers | | | | | ● | ● | Target is to raise \$100,000 by end of 2014 | High |
| Sales of branded Montrose merchandise | Continually release marketable items of merchandise | Merchandising Officer | | | | | ● | ● | Sales of merchandise to increase by 10% each years of the Towards 2015 Strategic Plan | High |
| Develop consistent Montrose branding | Re-launch Montrose website and produce relevant marketing material | Webmaster | | | | | ● | | All internal and external communications to have consistent Montrose branding | High |
| Produce weekly email newsletter | Continually maintain email address listing | News Editor | | | | | ● | | Weekly email issued to 95% of current membership base | Medium |

● Timeline marker indicates what year of the 5 year plan the strategy is to be complete.

● On Track ● At Risk ● Behind Schedule

KEY PERFORMANCE AREAS

Strategic Business Plan Period (2010-2014)

Key Performance Area: Football Operations

Objective: To continually attract and retain player numbers for the Senior and Junior teams

| Strategies | Actions | Responsibility | Timeline (year) | | | | | Status | Performance Outcomes | Priority |
|---|---|--------------------------------------|-----------------|----|----|----|----|--------|--|----------|
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| Enhance Junior gala days | Continue to host and enhance the experience of Montrose Junior Gala days | Junior Reps | | | | | ● | ● | Junior gala days are managed in an effective manner that promotes the professional approach of the Montrose Social Soccer Club | Critical |
| Increase player numbers | Implement strategy to increase current player numbers in both the Juniors and Seniors | Director of Football | | | | | ● | ● | Increase junior player numbers by 100% on 2009 numbers | Critical |
| Establish local school soccer coaching clinics | Work closely with the FFV to ensure that Montrose Social Soccer Club are presented as a club of choice for potential soccer players | Junior Reps and Director of Football | | | | | ● | ● | Continually attract new junior players | Critical |
| Encourage volunteer coaches to become qualified | Research available coaching clinics and promote amongst existing and potential coaches | Director of Football | | | | | ● | ● | Five qualified coaches by end of 2012 | High |
| Redevelop facilities | Develop plan to obtain local council and state govt funding to allow the redevelopment of existing clubrooms | Towards 2015 Chair | | | | | ● | ● | First class clubrooms and changing facilities | Critical |

● Timeline marker indicates what year of the 5 year plan the strategy is to be complete.

● On Track ● At Risk ● Behind Schedule



KEY PERFORMANCE AREAS

Strategic Business Plan Period (2010-2014)

Key Performance Area: Finance

Objective: To ensure that Montrose Social Soccer Club remains a viable operation

| Strategies | Actions | Responsibility | Timeline (year) | | | | | Status | Performance Outcomes | Priority |
|--|---|----------------|-----------------|----|----|----|----|--------|--|----------|
| | | | 10 | 11 | 12 | 13 | 14 | | | |
| Produce yearly operating budget | Develop and maintain yearly operating budget | Treasurer | ● | | | | | ● | Transparent financial reporting that allows Montrose Social Soccer Club to accurately predict income and fund future initiatives | Critical |
| Produce 12 month cash flow budget | Develop and maintain 12 month cash flow budget | Treasurer | ● | | | | | ● | Transparent financial reporting that allows Montrose Social Soccer Club to accurately predict income and fund future initiatives | Critical |
| Produce accurate end of year financial reports | Continually enhance the reporting of year end results | Treasurer | | | | | ● | ● | Transparent financial reporting that allows Montrose Social Soccer Club to accurately predict income and fund future initiatives | Critical |

● Timeline marker indicates what year of the 5 year plan the strategy is to be complete.

● On Track ● At Risk ● Behind Schedule

KEY PERFORMANCE AREAS – PROGRESS REPORT

| KPA | Strategy | Performance Outcome | Responsibility | Next Report Date | Progress Report |
|----------------------------|---|--|--|------------------|---|
| Operations | Produce agendas for and minutes of all meetings | To improve organisational efficiency | Emma Mann | 31 Dec 2010 | Minutes and agendas are being produced for all committee meetings. |
| | Review Montrose Social Soccer Club constitution | To improve organisational efficiency | Emma Mann | 31 Dec 2010 | To be undertaken prior to AGM in December 2010 |
| | Enhance current clubroom facilities so that they are family friendly | To improve facilities on offer at Keith Hume Fraser Reserve | Emma Mann | 31 Dec 2010 | Work is underway to improve the current clubrooms. Initiatives such as new cupboard space, new carpet and fresh paint. |
| Marketing | Enhance the sponsorship packages that were launched in Jan 2010 | To improve annual sponsorship income by 200% on 2009 amount | Keith Pentland | 31 Dec 2010 | All sponsorship packages were filled in 2010 with one new sponsor, Mirror Finish Plastering and a large increase in sponsorship by Bendigo Bank who is now our major sponsor. |
| | To increase funds raised each year of the Towards 2015 Strategic Plan | To increase funds raised by 20% each year of the Towards 2015 Strategic Plan | Chris Gilson/ Ross Wilding | 31 Dec 2010 | Targeting November as main fundraising function for 2010 |
| | Sales of branded Montrose merchandise | Sales of merchandise to increase by 10% each year of the Towards 2015 Strategic Plan | Emma Mann | 31 Dec 2010 | New branded merchandise was launched in April 2010. |
| | Develop consistent Montrose branding | All internal and external communications to have consistent Montrose branding | Ben Clark | 31 Dec 2010 | New club logo and website have been launched |
| | Produce weekly email newsletter | Weekly email issued to 95% of current membership base | Ben Greenhow | 31 Dec 2010 | Monty Mail is being produced weekly and is well received by all members. |
| Football Operations | Enhance Junior gala days | Junior gala days are managed in an effective manner that promotes the professional approach of Montrose Social soccer Club | Marty Andrews/ Ben Clark | 31 Dec 2010 | Junior Gala Day set down for 7th August |
| | Increase player numbers | Increase player numbers by 100% on 2009 numbers | Marty Andrews/ Ben Clark/ Dougie Nolan | 31 Dec 2010 | Anticipate growth will come through Junior players |
| | Establish local school soccer coaching clinics | Continually attract new junior players | Marty Andrews/ Ben Clark | 31 Dec 2010 | |
| | Encourage volunteer coaches to become qualified | Five qualified coaches by end of 2012 | Dougie Nolan | 31 Dec 2010 | |
| | Redevelop facilities | First class clubrooms and changing facilities | Keith Pentland/ Ben Clark | 31 Dec 2010 | Short term improvements underway. Submission to Yarra Ranges Council being prepared to secure funding for redeveloped clubrooms and upgraded pitches. |
| Finance | Produce yearly operating budget | Transparent financial reporting | Andrew Brush | 31 Dec 2010 | To be tabled at 2010 AGM |
| | Produce 12 month cash flow budget | Transparent financial reporting | Andrew Brush | 31 Dec 2010 | To be tabled at 2010 AGM |
| | Produce accurate end of year financial reports | Transparent financial reporting | Andrew Brush | 31 Dec 2010 | To be tabled at 2010 AGM |

ENVIRONMENTAL AND MARKETING ANALYSIS



The SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis has two purposes:

- to help identify where the Montrose Social Soccer Club is now
- to prepare Montrose Social Soccer Club to develop a strategy that will use the organisation’s strengths, manage its weaknesses, take advantage of opportunities and minimise the impact of those threats that become real.

The goals, objectives and strategies in the Towards 2015 strategic business plan aim to bridge the gap between where Montrose Social Soccer Club is now, and the vision of where Montrose Social Soccer Club wants to be in the future.

Environmental Analysis

| | Strengths | Weaknesses |
|-----------------------------|---|--|
| Internal Environment | <p>Our STRENGTHS in the internal environment:</p> <ul style="list-style-type: none"> • People – Executive committee and volunteers • Enthusiasm • Venue – Away from public housing • Skills and expertise • Player numbers • Training and development of Junior players | <p>Our WEAKNESSES in the internal environment:</p> <ul style="list-style-type: none"> • Lack of funds to develop existing facilities • Support of local council • Internal conflicts • Inadequate facilities |
| | Opportunities | Threats |
| External Environment | <p>Our OPPORTUNITIES in the external environment:</p> <ul style="list-style-type: none"> • Increase in junior membership • Marketing and promotion of soccer as a sport of choice • Strategic alliances with Football Federation of Victoria • Use of current venue to raise revenue • Merchandise that can increase revenue • World Cup 2010 legacy • Increase support from local council • Internet, promoting Montrose Social Soccer Club | <p>THREATS in the external environment:</p> <ul style="list-style-type: none"> • Lack of revenue • Declining senior membership • Drop in number of volunteers • Decline in corporate support • Rising costs • Market presence • Other football codes; i.e. AFL |

FINANCIAL ASSESSMENT

The annual program budget summary

The cash flow forecast

For any business, the cash flow forecast is a must do document that needs to be prepared on a regular basis. Montrose Social Soccer Club Executive Committee needs to know the amount of cash coming into the club and whether the club can meet its obligations when due.

The operating budget forecast

Provides the forecast of assumptions of income and expenses and includes the previous year's figures as a means of comparison.



MONTROSE SOCIAL SOCCER CLUB CASHFLOW FORECAST BUDGET FOR THE YEAR ENDED 31ST DECEMBER 2010



| | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | 2010 |
|---------------------------------|--------|--------|----------|----------|----------|----------|----------|----------|----------|----------|--------|--------|-----------|
| Operating Activities | | | | | | | | | | | | | |
| Registration fees (80) | | | \$5,300 | \$5,300 | \$5,300 | \$5,300 | | | | | | | \$21,200 |
| League Fees | | | | -\$3,950 | | -\$2,000 | | | | | | | -\$5,950 |
| Socks & Shorts | | | | -\$1,760 | | | | | | | | | -\$1,760 |
| Referee Fees | | | | -\$620 | -\$620 | -\$620 | -\$620 | -\$620 | -\$620 | | | | -\$3,720 |
| Presentation Tickets | | | | | | | | | | -\$2,450 | | | -\$2,450 |
| Trophies | | | | | | | | | -\$600 | | | | -\$600 |
| Bar & BBQ Sales | | | \$4,000 | \$4,000 | \$4,000 | \$4,000 | \$4,000 | \$4,000 | \$4,000 | \$700 | \$600 | \$700 | \$30,000 |
| Stock Purchase | | | -\$3,000 | -\$3,000 | -\$3,000 | -\$3,000 | -\$3,000 | -\$3,000 | -\$3,000 | | | | -\$21,000 |
| Merchandise Sales | | | | | \$800 | \$400 | \$200 | \$200 | \$100 | | | | \$1,700 |
| Merch Stock Purchase | | | -\$3,000 | | | | | | | | | | -\$3,000 |
| Fundraising Activities | | | \$200 | \$200 | \$1,200 | \$600 | \$1,600 | \$200 | \$200 | \$1,125 | \$200 | \$200 | \$5,525 |
| Fundraising Costs | | | | | -\$800 | | -\$1,000 | | | -\$875 | | | -\$2,675 |
| Sponsorship | | | | \$3,000 | \$3,000 | \$3,000 | \$3,000 | \$3,000 | | | | | \$15,000 |
| Sporns Costs - Banners | | | | | | -\$2,000 | | | | | | | -\$2,000 |
| Electricity | | | -\$500 | | | -\$500 | | | -\$500 | | | -\$300 | -\$1,800 |
| Gas | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$540 |
| Security | -\$150 | -\$150 | -\$150 | -\$150 | -\$150 | -\$150 | -\$150 | -\$150 | -\$150 | -\$150 | -\$150 | -\$150 | -\$1,800 |
| Rubbish | -\$95 | -\$95 | -\$95 | -\$95 | -\$95 | -\$95 | -\$95 | -\$95 | -\$95 | -\$95 | -\$95 | -\$95 | -\$1,140 |
| Office Supplies | | | | -\$100 | | | -\$100 | | | | | | -\$200 |
| Phone | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$45 | -\$540 |
| Bank Fees | | | -\$125 | -\$300 | -\$125 | -\$50 | -\$50 | -\$50 | -\$50 | -\$30 | | | -\$780 |
| Rent | | | | | | -\$1,100 | | | | | | | -\$1,100 |
| Water | | | -\$125 | | | -\$125 | | | -\$125 | | | -\$125 | -\$500 |
| Net Operating Cash Flows | -\$335 | -\$335 | \$5,415 | -\$565 | \$9,420 | \$6,670 | \$595 | \$3,395 | -\$930 | -\$1,865 | \$265 | \$140 | \$21,870 |
| Investing Activities | | | | | | | | | | | | | |
| Contribution Lights | | | | | | -\$9,000 | | | | | | | -\$9,000 |
| Clubroom Improvements | | | -\$400 | -\$400 | -\$600 | -\$600 | -\$400 | -\$400 | -\$400 | | | | -\$3,200 |
| New Website | | | -\$330 | | | | | | | | | | -\$330 |
| New Kits | | | | -\$4,000 | | | | | | | | | -\$4,000 |
| LCD Television | | | | | -\$1,000 | | | | | | | | -\$1,000 |
| Net Investing Activities | | | -\$1,600 | -\$4,760 | -\$1,600 | -\$9,960 | -\$400 | -\$400 | -\$400 | | | | -\$19,120 |
| Financing Activities | | | | | | | | | | | | | |
| Receipts from Cricket Club | | | \$1,500 | | | | | | | | | | \$1,500 |
| Net Financing Activities | | | \$1,500 | | | | | | | | | | \$1,500 |
| Net Cashflow | -\$335 | -\$335 | \$5,315 | -\$5,325 | \$9,820 | -\$3,290 | \$195 | \$2,995 | -\$1,330 | -\$1,865 | \$265 | \$140 | \$4,250 |

MONTROSE SOCIAL SOCCER CLUB

OPERATING BUDGET FOR YEAR ENDING

31ST DECEMBER 2010

| ACTUALS | | | |
|---------------------------------|---------------------------------|------------------------|---|
| LAST YEAR \$ | OPERATING ACTIVITIES | THIS YEAR BEING | ASSUMPTIONS |
| \$18,580 | Collection of Registration fees | \$21,200 | 80 registered players at \$265pp |
| -\$6,330 | League Fees | -\$5,950 | 1 less team |
| -\$975 | Socks & Shorts | -\$1,760 | |
| -\$4,170 | Referees Fees | -\$3,720 | 1 less team |
| \$0 | Presentation Night Tickets | -\$2,450 | Included in Fees |
| -\$695 | Trophies | -\$600 | |
| \$23,670 | Bar & BBQ Sales | \$30,000 | Increased Range (Sports Drinks) |
| -\$19,496 | Stock Purchase | -\$21,000 | |
| \$735 | Merchandise Sales | \$1,700 | New range |
| -\$600 | Merchandise Stock Purchase | -\$3,000 | New range + stock on hand |
| \$5,039 | Fundraising Activities | \$5,525 | |
| -\$3,985 | Fundraising Costs | -\$2,675 | |
| \$5,550 | Sponsorship | \$15,000 | Determined effort to boost sponsorship |
| \$0 | Sponsorship Costs – Banners | -\$2,000 | Initial cost of new sponsorship effort |
| -\$1,641 | Electricity | -\$1,800 | |
| -\$470 | Gas | -\$540 | |
| -\$900 | Security | -\$1,800 | |
| -\$1,400 | Rubbish | -\$1,140 | Landfill tax |
| -\$200 | Office Supplies | -\$200 | |
| -\$245 | Phone | -\$540 | |
| -\$52 | Bank Fees | -\$780 | Introduction of EFTPOS Machine, feasibility will be re-examined at yr end |
| -\$1,356 | Rent | -\$1,100 | |
| -\$475 | Water | -\$500 | |
| Net Operating Cash Flows | | \$21,870 | |
| LAST YEAR \$ | INVESTING ACTIVITIES | THIS YEAR BEING | ASSUMPTIONS |
| -\$3,934 | Contribution towards lights | -\$9,000 | Ongoing project with completion goal in 2011 |
| -\$1,330 | Clubroom Improvements | -\$3,200 | |
| | New Website | -\$330 | |
| | New Kits | -\$4,000 | New sponsors = new kits |
| | LCD Television | -\$1,000 | Fundraising effort |
| -\$1,399 | Equipment | -\$1,590 | |
| -\$6,663 | Net Investing Activities | -\$19,120 | |
| LAST YEAR \$ | FINANCING ACTIVITIES | THIS YEAR BEING | ASSUMPTIONS |
| | Receipts from Cricket Club | \$1,500 | |
| | Net Financing Activities | \$1,500 | |
| Net Cashflow | | \$4,250 | |

MONITOR AND REVIEW OF THE TOWARDS 2015 STRATEGIC PLAN



The Towards 2015 Strategic Plan should be monitored and reviewed on a monthly basis by the Towards 2015 sub-committee and on a quarterly basis by the Executive committee.

Appointed Officers of the Executive Committee will be responsible for their designated portfolio and must prepare a short written report on the activities of their standing committees or ad hoc committees at meetings of the Executive Committee.

The Chair of the Towards 2015 sub-committee should have overall responsibility to members for the implementation and review of the Towards 2015 Strategic Plan.

The yearly review will take place prior to the end of the calendar year as determined by the Executive Committee.

| Strategic business planning item | Update | Total Review | Responsibility |
|---|-----------------------------------|---------------------|------------------------------|
| Operations | Six-monthly, but only if required | Annually | Secretary |
| Marketing | Six Monthly | Annually | Towards 2015 Chair |
| Participation and Player Development | Six Monthly | Annually | Director of Football |
| Finance | Quarterly | Annually | Treasurer |
| Strategy formulation | Six-monthly, but only if required | Annually | Towards 2015 Chair |
| Targets | Quarterly | Annually | President/Towards 2015 Chair |
| By laws, rules & Constitution | Annually | Annually | Council Liaison |
| Entire business plan | Annually | Annually | President/Towards 2015 Chair |