Woodend Eagles Soccer Club

5 year strategic plan

2025-2030

Developed by Woodend Soccer Club Committee, August 2025

Woodend Soccer Club | Buffalo Stadium | 1/29 Forest St, Woodend VIC 3442 | Australia | woodendsoccer.com.au

1. Executive Summary

The Woodend Eagles Soccer Club (WESC) Strategic Plan 2025-2030 outlines a clear vision for growth and development, building upon the club's successful transition from Woodend Dragons in 2024. Currently, WESC boasts a strong community feel, inclusive family environment, and low-cost entry into soccer, with over 200 MiniRoos registrations annually and two teams in the Bendigo Amateur Soccer League (BASL). The club has a dedicated committee, sound financials, and established local sponsorships.

However, challenges include the lack of a dedicated soccer pitch, pending Football Victoria (FV) Club Membership, and a need to increase female participation and leadership. The plan addresses these by focusing on 12 Strategic Focus Areas:

Strategic Focus Area	Goals
1. Administration & Finance	• To simplify, document and automate administration to reduce time commitment and allow anyone to assist. • To ensure well-managed finances for ongoing operations and to support the strategic plan's delivery.
2. Coach & Match Official Development	• Improve coach satisfaction and retention and attract more coaches, especially females. • Develop training and development plans for match officials. • To develop a clear coaching pathway, ensuring all coaches are adequately trained and supported and set up for success.
3. Communication, Marketing & Events	• Increase membership by 250% over 5 years, while strengthening member retention and local partnerships. • To raise the Club's profile through consistent public and member communications
4. Community Engagement	• To be an active and valuable part of the wider community, contributing beyond sporting interests and remaining accessible to families. • To promote and grow awareness of soccer, providing opportunities and fostering a local soccer community.
5. Facilities & Equipment	• To stock high-quality training and competition equipment that enables player development without constraint. • To ensure the Club's facilities support quality training and playing opportunities, enhancing members' experiences. • Securing permanent priority residence at Buffalo Oval and working towards a dedicated soccer pitch for Woodend.
6. Inclusion and Diversity	Address issues of access and participation in sport based on gender, cultural understanding, affordability, and disability.
7. Partnership Development	Focus on fostering mutually beneficial relationships with partners.

8. Player Membership	• To expand membership in a sustainable and achievable way. • Prioritize growth through the MiniRoos grassroots program while nurturing players through competition pathways.
9. Player Development	Help develop players through strategic coaching and structured pathways.
10. Safety & Risk	Continue to maintain a safe environment through the implementation of codes of conduct and policies.
11. Sportspersonship	Promote positive behavior and values among players.
12. Volunteers	Effectively manage and support the volunteer base that runs the club.

The Strategy provides an Action Plan for each of these Strategic Areas outlining the activity planned to achieve these goals.

2. Acknowledgements

The Woodend Eagles Soccer Club acknowledges the Traditional Custodians of the land on which we play and live: the Dja Dja Wurrung people of the Kulin nation. We recognise their continuing connection to land and waterways.

Woodend Eagles Soccer Club would also like to acknowledge:

- All those who helped lay the foundations of the Wooden Eagles Soccer Club in particular those involved in the Woodend Dragons, including, but not limited to Adrian Sisk, Dave Keenan and Aiden Lynch
- The kids for whom the Club serves
- The sponsors for helping make the ideas become possible
- The parents, helpers, volunteers, coaches, Committee members and the broader community who come together to make this possible
- The Kyneton District Soccer Club, for its support and for exemplifying its core values of 'Family and Community'

3. Purpose of the strategic plan

- Support and empower members who volunteer their time in the running of the Club
- Provide a vision and pathway for the Club
- Establish a reference for future decision making
- Map future growth opportunities
- Create shared values
- Plan for the health and growth of the Club, including succession planning
- Identify where resources should be directed
- Demonstrate to regulatory bodies, potential sponsors and others what the Club stands for

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5. Club overview

Club details

Woodend Eagles Soccer Club Inc

Organisation type	Club (not-for-profit organisation)
Constitution	https://woodendsoccer.com.au/wp-content/uploads/2024/09/Eagles-Club-Constitution-.pdf
Club policies	*https://woodendsoccer.com.au/policies/*
Organisation email address	admin@woodendsoccer.com.au
ABN	49 221 238 784
Physical address	Buffalo Stadium, 1/29 Forest St, Woodend VIC 3442, Australia
Postal address	% Luke Pearce (Treasurer) 5 Dianella Court, Woodend VIC 3442
Website	https://woodendsoccer.com.au/
Facebook	https://www.facebook.com/WoodendEaglesSC/
Instagram	https://www.instagram.com/WoodendEaglesSC/

Woodend Eagles Soccer Club Mission Statement

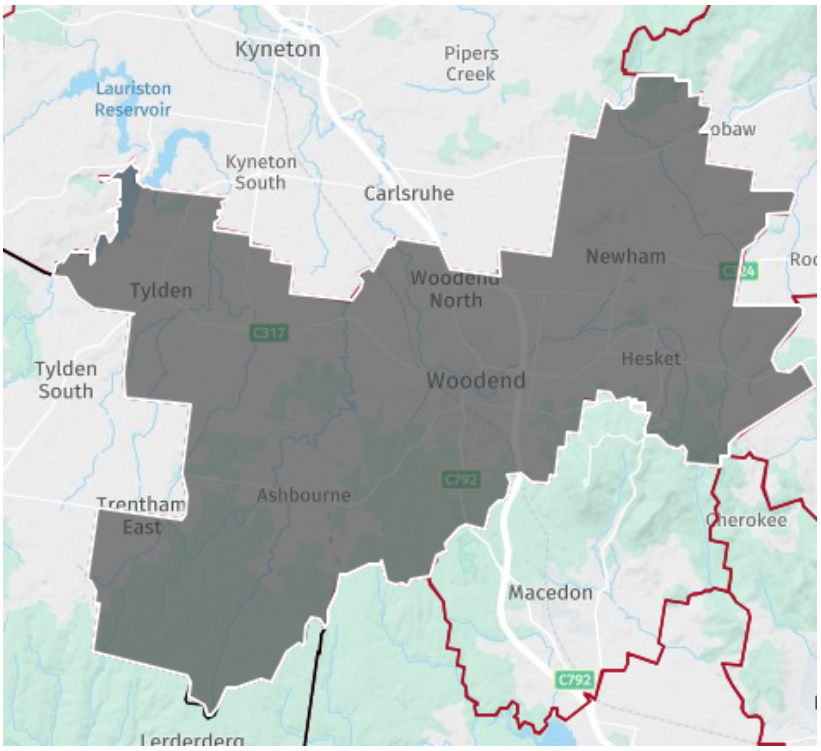
Woodend Eagles Soccer Club (WESC) aims to be an integral part of the local community, providing a valuable service and being an outlet for sporting expression. Our love of the game unites us. We focus on creating a fun experience for all. We welcome everyone from within our community inclusive of their needs, diversity and identity, where everyone feels valued and has a sense of belonging. We pride ourselves on teamwork, helping each other with empathy and understanding, always working together both on and off the field.

We strive for excellence in all our endeavours and to support members to reach their potential and achieve their personal goals. We conduct ourselves in an honest and fair way. We demonstrate respect to everyone including our teammates, opponents and officials. We are proud to be a part of our club.

Woodend District overview

WESC aims to service the soccer needs of the Woodend District in the Macedon Ranges Shire. The Woodend District encompasses the localities of Ashbourne, Hesket, Newham, Woodend and Woodend North, and the Macedon Ranges Shire parts of the localities of Fern Hill, Trentham East and Tylden.

Population	Land area	Population density
8,842	276.1	32.03
ABS ERP 2024	square km	persons per square km



Woodend District in the Macedon Ranges Shire

Source: .id for Macedon Ranges Shire (https://profile.id.com.au/macedon-ranges/about?WebID=160)

Club Structure

Committee

Proposed Committee Structure to be taken to 2025 AGM.

Role	Strategic Focus Area	Responsibilities
President	Support Committee across all Focus Areas	• Leadership & Strategic Direction • Chairing meetings • Ambassador & Spokesperson • Support & Mentorship • Club development pathways • Governance, Legal & Compliance • Commercial partnerships & sponsorship
Vice President	5 Facilities & Equipment	• Assisting the President • Acting President • Strategic Planning • External Club Representation • Facilities & Equipment
Secretary	1 Administration & Finance	• Meeting scheduling and administration (Committee, AGM and convening special general meetings) • Club admin and record keeping • Club operations systems support • Internal communications • Manage Committee voting • Club operations calendar and planning
Treasurer	1 Administration & Finance	• Invoicing • Supplier payments • Revenue management • Annual financial statements • Budgets and forward plans • Manage grants
Marketing & Communications Manager	3 Communication, Marketing & Events	• Marketing Strategy • Social Media & Content • External communications • Merchandise • Media engagement
Community Engagement Manager	7 Partnership Development 4 Communication & Community	• Council Liaison • Football Victoria Liaison • Community engagement and events, incl. schools • Support casual participation and broader soccer community engagement
Events Manager		• Event planning, scheduling and design

Role	Strategic Focus Area	Responsibilities
		• Venue and vendor management • Work with Volunteer Coordinator to staff events • Event resourcing and execution • Support Marketing & Comms and Community Engagement events
Diversity & Wellbeing Officer	6 Inclusion & Diversity 10 Safety & Risk	• Child safety • Diversity & inclusion programs • First Aid supplies • WWCC database • Responders database • First Aid
Volunteer Coordinator	12 Volunteers	• Volunteer registration and onboarding • Volunteer strategy and planning • Volunteer communications, support and social events • Volunteer training and compliance • Ground Marshals • Support competition team managers
Registration Coordinator	9 Player Membership	• Coordinate GameDay support • Registration list maintenance • Group allocations and player movements • Player of the week records • Player membership reporting
Coach Coordinator	2 Coach & Match Officials Development 8 Player Development 11 Sportspersonship	• Committee-Coach communication • Co-ordinate coach recruitment and training • Organise coach meetings
Head Coach		• Coaching direction and strategy • Player training and development • Coach and Match Officials development • Sportpersonship

Coaching Team

Head Coach	Jason Polak	Responsible for overall coaching direction
BASL under 10	Ali & Paul	• Manage training and match day coaching
BASL under 9	Roberto & Mirza	
Mini Roos Head Co-Coach	Aidan	• Suggests drills for each week and structure • Supports new coaches • Oversees player moves between groups
Mini Roos Head Co-Coach	Cardin	
Micros Head Coach	Kylie	
Club Coach Coordinator	Bel	• Committee-coach communication • Make sure coaches for each game • Oversee coach recruitment w/head coaches • Organise coach group meetings

Club Ambassador

Our Club Ambassadors may have formerly held Committee responsibilities but are still active members of the Club. They represent the Values of the Club and lend their experience to help support the Club, providing advice and guidance to the President and Committee and representing the Club in engagements with the wider community.

- **Dave Keenan**, founder of the Woodend Dragons and godfather to the Eagles.

Sub Committees & Working groups

Sub-Committees are permanent functions of the Club, reporting into the Committee. Sub-Committees are led by a Committee Member and typically compromised from within the Committee, though other Club members may play supporting roles.

Club **Working Groups** are temporary functions to help deliver projects and outcomes. Typically managed by a Committee Member but often comprised of broader club membership based on skills and experience needed.

Note - WESC Committee, sub-committees and Working groups will be confirmed with the new Committee after the 2025 AGM

Club Volunteers

WESC is completely run by volunteers across a variety of roles and opportunities, from occasional help to members of the Committee.

Volunteer type	Activities	Frequency / commitment
Events	Helping support events such as training clinics at schools, fundraisers and community events. Any support is welcome and opportunities to choose from are varied, from working the BBQ to helping plan the event.	WESC run events typically every other month but volunteers can choose which to get involved with and how.
Training support	Our MiniRoos training days are the heart of the club and we always need spare hands to help out. Training support can range from helping the kids get their name stickers to supporting the coaches with drills, plenty of opportunities to get involved in any way that suits.	MiniRoos training is run every Sunday morning, but volunteers can choose when and how they'd like to help.
Competition support & Team Managers	Our teams competing in the Bendigo Amateur Soccer League always appreciate a hand. Parents often come along and cheer the teams on, and one is elected to bring the oranges. Team Managers help with the logistics and communications for the games. Volunteers are particularly helpful on training nights, helping setup and pack away the equipment.	Our teams train once a week and compete on Saturdays throughout the competition period.
Match Official	The Club is part of a broader football community and volunteering as referees, assistant referees, and fourth officials helps all the Clubs hold competitions. The roles can be on a volunteer basis or lead to salaried opportunities for officials across various age groups.	Match Officials require some training and attendance to matches on a scheduled or as needed basis.
Coaching	One of the most important and fulfilling opportunities at the Club, nothing brings more direct engagement and rewarding interactions with the young players. Many parents are nervous about getting involved in coaching due to limited experience. Fortunately no experience, coaching or playing, is necessary - the WESC has a range of coaching opportunities to match any level of interest. Our experienced	Coaching can be for any of the age groups and involves attendance to the Sunday training for MiniRoos, or Wednesday training for BASL teams. Typically monthly during the season

Volunteer type	Activities	Frequency / commitment
	coaching team will mentor all coaches, including providing access to a Coaching Handbook full of guidance, and even a library of drills to choose from. Feedback from our coaches has been very positive and that watching the players develop week on week has been priceless for them.	coaching meetings are held to provide support, track player movements, plan for sessions ahead and enjoy a drink of choice!
Working Group member	Working Groups are a great opportunity to get involved in projects for the Club which run for a finite period of time, without needing to join the formal Committee. From helping support the development of a new pitch or running a working bee the opportunities are varied and reflect the aims of the Strategic Plan. Working Groups enable volunteers to apply their individual skills and expertise.	Working Groups typically meet monthly during the project's duration and vary in commitment depending on the topic and phase of the project.
Committee Member	Joining the Committee helps provide the Club with operating support and direction. There are key roles available to members depending on their skills and interests, from finance to communications. Unlike Sub Committees provide an additional way to help support key areas of the Club's operations. Unlike Working Groups, Sub Committees are enduring and form part of the standard running of the Club.	Committee membership represents an ongoing commitment. Members are expected to attend as many Committee Meetings, typically held quarterly, as possible. Some Roles come with Sub Committee responsibilities, for example the Treasurer runs the Finance Committee.

Club Values and Aims

Woodend Eagles Values and Aims

The Values which guide the Club are:

- **Effort** - Do your best
- **Attitude** - Show respect to others and have fun
- **Teamwork** - Work together and support each other

These underpin the Aims of the Club:

Aims - our values in action	Value
Community - We aim to provide a valuable service and be an outlet for sporting expression as an integral part of our community.	Attitude
Enjoyment - Our love of the game unites us. We play with encouragement without fear of failure. We focus on having a fun experience for all.	Attitude Effort
Excellence - We aim to be the best we can be and always strive to improve through our experiences and feedback.	Effort
Inclusion We welcome everyone from within our community inclusive of their needs, diversity and identity. We provide a club where everyone feels welcome and valued, and has a sense of belonging.	Attitude Teamwork
Integrity & respect - We conduct ourselves in an honest and fair way. We demonstrate respect to everyone including our teammates, opponents and officials. We are proud to be a part of our club.	Attitude Effort Teamwork
Support - We are committed to having empathy and understanding and to considering the experiences and needs of our team and the community.	Attitude
Together - We pride ourselves on our sense of togetherness and belonging. Our Club and the team always comes first. We respect each other and work together both on and off the field.	Teamwork

6. State of play 2025

Overview

Operating since 2012 as the Woodend Dragons, running the MiniRoos Kick-Off program, the Club re-branded as the Woodend Eagles Soccer Club Inc. in 2024. Founding members partnered with previous coaches Dave, Aiden, and Adrian to pool resources with the aim of evolving into a Community Club, where members could play soccer for fun or compete in one of the regional leagues. The Club is currently running three MiniRoos Kick-Off Terms per year with an average of 120 members per week, playing from its home at Buffalo Stadium in Woodend.

In 2025 the Club had an Under 9's and Under 10's team playing in the Bendigo Amateur Soccer League (BASL) under the Kyneton umbrella with the aim to play as the Woodend Eagles Soccer Club once independently associated with Football Victoria (FV). The Club has established a committee of 18 members, solid finances, and a series of two-year sponsor deals with local businesses.

Members Feedback

In May 2025, we published the results of a survey conducted with members from the end of 2024-25 season. The results are as follows:

- 98% of our members live less than a five minute drive from the Club and attend local schools in Woodend
- 100% enjoy the soccer experience and believe the Club provides an inclusive, family-friendly environment that welcomes all abilities
- 90% believe their children have become better soccer players
- 100% maintain that the programs offer good value for money
- 95% are happy with the standard of coaching
- 5% are interested to become involved in coaching or Club administration

Key Achievements 2024-2025

Community

- Conducted two, full day school soccer clinics for International Soccer Day (May 2025) donating bags of soccer balls to each school
- Conducted free Intro to Soccer clinics at Early Learning Centres in Woodend, donating bags of soccer balls
- Hosted a Girls & Women's Day (June 2025) event with close to 80 participants

Volunteers

- Club recruited 20 people to the initial committee, four BASL Coaches, two team managers, and nine MiniRoos Coaches on a voluntary basis

Facilities & equipment

- Purchased new goals
- Created training and match day kits
- Grants obtained for new goals and replacement of weather damaged marquees

Player Membership

- Commenced a MiniRoos programme registering over 200 students throughout the season, with 130 participants in the most recent term
- Hosted a Girls & Women's Day (June 2025) event with close to 80 participants

Coach Development

- Appointed Head Coach to monitor and assist with coaching and player development
- Training Playbook created

Administration & Finance

- Established a committee of 18 people
- Hosted a fundraising event, raising over $10,000 for the Club
- Preparation of five-year forecast
- Improved use of digital tools in operations
- Establishment of separate bank accounts and regular accounting

Player Development

- Entered an Under 9s and an Under 10s team into the BASL, playing under the Kyneton Club colours
- Held weekly training sessions for Under 9s and Under 10s teams
- Conducted 8-week training blocks for ages 4 - 12 years across three terms

Safety and Risk

- The Woodend Eagles Soccer Club has developed both a *WESC Child Safety Policy and Code of Conduct,* as well as specific *WESC Coaches - Code of Conduct* and *WESC Volunteer - Code of Conduct*.

Inclusion and Diversity

- Hosted a Girls & Women's Day (June 2025) event with close to 80 participants
- Courses & training undertaken:
    - Proud2Play LGBTQI+ *Inclusive Clubs* - attended by Diversity & Wellbeing Officer and Secretary
    - Disability Sports Australia Accessibility Champion Course - Diversity & Wellbeing Officer

Communication & Marketing

- The Club has adopted *Football Victoria's - Social Media Policy 2018 (2025 edition)*.
- The Woodend Eagles Soccer Club (WESC) has created:
    - Spond Page for the Woodend Eagles Soccer Club - a team and group management app and website designed to simplify organization, communication, and payment collection for clubs, teams, and various groups.
    - WhatsApp Groups for communication within the Woodend Eagles Soccer Club: WESC Announcements; WESC Committee; WESC Coaching; WESC BASL Competition; WESC Strategy
    - Social Media Platforms: WESC Facebook and Instagram Pages that are linked.

Partnership Development

- The Club has signed seven sponsors for terms of up to two-years
- Sponsors brands advertised on training jerseys
- Held a shirt launch event with sponsor Bendigo Bank
- Key sponsors Bendigo Bank and Nice Rice attended the Girls and Women's Intro to Soccer Day (June 2025)

Sportspersonship

- Presented *Player of the Week* awards at MiniRoos training and *Player of the Match* in recognition of the teams competing in the BASL league based on Club Values
- Presented certificates/trophies at the end of each 8-week training block
- Talked about our principles before each competitive game to ensure players endeavoured to play within these guidelines
- With the goal of participating in the BASL, the Woodend Eagles Soccer Club has adopted both the *Bendigo Amateur Soccer League - Rules of Competition 2019 (2025 edition)*

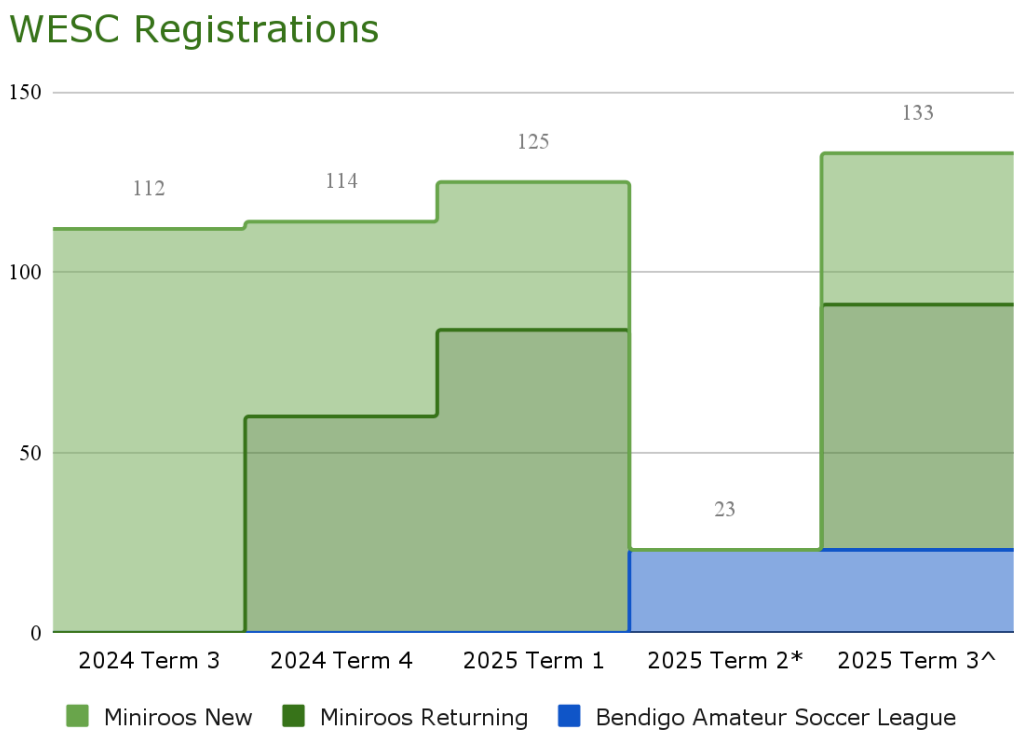
Facilities & Assets

- The Club currently has casual access to Buffalo Stadium Oval. Full time booking will be established, in conjunction with Macedon Ranges Shire Council (MRSC), following the FV Club Membership
- Facilities include an equipment shed, shared with junior football
- Home and away change rooms, which need renovating to meet FV standards in conjunction with MRSC
- Buffalo Oval
    - Shared with the junior football club which they use for training but not competitions. The oval is also shared with the cricket club where they train and compete.
    - Has perimeter fencing
    - Has poor drainage on the far side (this is looking to be addressed by MRSC)
    - Has flood lighting
    - Is capable of accommodating 4 x Under 10 soccer pitches
- All training and playing shirts are owned by the players
- The Club owns its own training equipment including:
    - 4 competition goals
    - 10 pop up junior goals & 15 Micro roos goals
    - 10 match balls
    - 130 MiniRoos balls
    - Training cones & poles
    - Bibs
    - BBQ
    - Line marker

Membership

The Club services the local Woodend community, with one of the key goals of the WESC to keep registration fees as low as possible.

Over 200 individual children registered with Woodend Eagles Soccer Club in the 2024-2025 financial year. The Club also entered two teams in the BASL during the MiniRoos winter break in Term 2, 2025.



* Winter break, no MiniRoos between seasons in 2025 Term 2 .

^ 2025 Term 3 registrations are still open ahead of the new season commencing.

MiniRoos registrations

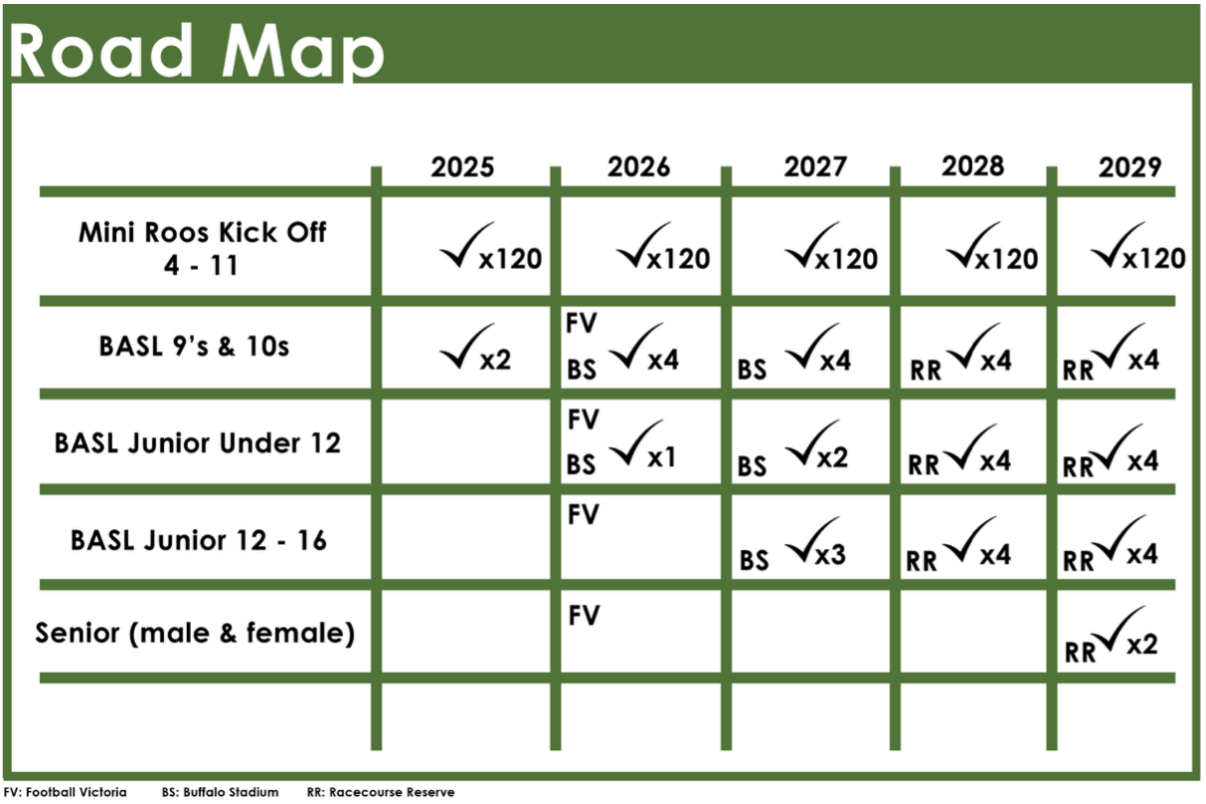
- **Term 3, 2024** - 112 children registered.
- **Term 4, 2024** - 114 children registered of which 60 were returning members and 54 new.
- **Term 1, 2025** - 125 children registered. 44 of those children had done both of the previous terms, 34 returned from Term 4, and six had played Term 3 but took a break in Term 4. There were 41 new children registered for Miniroos in 2025.
- **Term 3, 2026** - 133 registrations as at the end of July 2025. Of the registered Miniroos players, 28% identified as female.

Bendigo Amateur Soccer League (BASL)

There are currently 23 children registered with Woodend Eagles Soccer Club playing in BASL for Kyneton Rangers Soccer Club.

Membership road map

The Club aims to expand membership in a sustainable and achievable way. Growth will be managed in alignment with achieving the outcomes of the Strategic Focus Areas in this Strategy. The timing will also take into consideration how best to retain players as they age through the MiniRoos programme and into competition. The priority will be to grow through the MiniRoos grass roots where possible, as many current Juniors may already be playing with other more established clubs in the Macedon Ranges.



WESC Membership Roadmap

Financial Status

Since forming in late 2024, the Club has established sound financial processes and secured long-term sustainability through strong membership numbers. The WESC aims to be a low-cost provider of sport in the Macedon Ranges and has established a low-cost membership model in order to promote the game of soccer to as wide an audience as possible. The affordability of membership is reflected in the membership numbers achieved to date and outlined above.

The Club established a bank account with Community Bank Trentham & Districts - Bendigo Bank following incorporation which has cemented ties to the local community. The branch immediately provided funding which allowed the Club to purchase soccer tops for some of the children joining the BASL league under the banner of Kyneton.

Through the MiniRoos program, Woodend Eagles have a regular source of income of approximately $15,000 -$20,000 per annum whilst also generating funds through fundraisers and apparel sales. As the committee operates on a volunteer basis, this income allows for the purchase of equipment and end-of-term celebrations. The longer term vision of the Club is to have sufficient funds to be able to co-contribute to any development of the Buffalo Sports Precinct.

The Club has also established transparent procedures to allow the committee to have a clear view of the financial performance of the Club. Accounts are available for all committee members to view in real-time and regular updates are provided at committee meetings. Procedures have also been put in place to ensure sound financial management with two authorisers required for any spend over the Treasurer's limit.

The Club has also signed seven sponsors for terms of up to two-years which has provided additional - and essential - funding to assist with the day-to-day running expenses of the Club.

7. Strengths Opportunities Weakness & Threats

May 2025 Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

Strengths

- Strong community feel
- Inclusive family environment
- Low cost and inclusive entry into sport for families
- Good brand identity
- Supportive local schools
- Local sponsors
- Passionate committee
- Equipment

Weakness

- No dedicated soccer pitch
- Pending FV Club Membership
- Unable to service junior and above
- Change facilities not up to standard
- Limited number of available coaches
- Female participation and leadership across the WESC needed to meet strategic goals

Threats

- Losing coaches across competing Club initiatives, e.g. MiniRoos vs BASL commitments
- Losing good players to other clubs in the region offering more competition options
- An unsuccessful FV Club Membership application will limit the ability of the Club to grow
- Challenges securing support for improving facilities
- Facilities currently used and prioritised for other local sports
- Finding the right pace of growth to retain members and deliver on the Club vision while not exceeding the Club's volunteer based support and resources

Opportunities

- Community demand
- Development pathway for new coaches
- To become a leading local sporting organisation, recognised for its female playing and coaching development pathways
- Work with FV and Council to develop dedicated soccer facilities for Woodend
- Working with local schools to develop coaching and volunteer pathways that assist school-based leadership programs e.g. The Duke of Edinburgh Award
- Social / sponsor events
- Develop the junior club
- Join Football Victoria to enable the Club to participate in regional competitions

8. Strategic focus areas

Based on the SWOT analysis conducted in May 2025 and Football Victoria's KPAs, WESC has identified 12 Strategic Focus Areas for the Club as part of a 5-year growth plan to 2030. These areas are guided by the SWOT outcomes and aligned to the Club Mission Statement and Values.

Strategic Focus Area	Aims - our Values in action
1. Administration & Finance	Excellence · Integrity and respect
2. Coach & Match Official Development	Community · Enjoyment · Excellence · Inclusion · Integrity and respect · Support · Together
3. Communication, Marketing & Events	Community · Inclusion · Enjoyment · Together
4. Community Engagement	Community · Inclusion · Support
5. Facilities & Equipment	Community · Enjoyment · Excellence · Inclusion
6. Inclusion and Diversity	Community · Inclusion · Integrity and respect · Support
7. Partnership Development	Community · Excellence · Inclusion · Support
8. Player Development	Enjoyment · Excellence · Inclusion · Integrity and respect · Support
9. Player Membership	Community · Inclusion
10. Safety & Risk	Support · Together
11. Sportspersonship	Enjoyment · Integrity and respect · Support · Together
12. Volunteers	Community · Enjoyment · Inclusion · Support · Together

WESC development of Strategic Focus Areas 2025-2030

9. Strategic Action Plan

1. Administration and Finance

Aims - values in action

Community | Enjoyment | Excellence | Inclusion | Integrity and respect | Support | Together

Issues

- **Administration**
  - Some administration tasks missed due to lack of resources or time from committee members
  - Potential use of tools for automation and coordination but significant opportunities for improvement and more engagement
- **Finance**
  - Management of financials is a manual process
  - The Club has limited funds to allow strategic growth

Opportunities

- **Administration**
  - Document all processes in a simple and clear manner.
  - Seek to improve processes through learnings from other clubs and sports.
  - Use systems to their capacity e.g. Registration system reports & communication tools.
- **Finance**
  - Continued growth in membership numbers and sponsors will allow for strong financials
  - Implementation of accounting solution to automate reporting and invoicing

Goals

Administration

To improve, simplify and document the administrative side to allow anyone to be able to assist and reduce the time required to run the Club where possible

Finance

To ensure the finances of the Club are well managed, ensuring the ongoing operations of the Club and supporting the delivery of this Strategic Plan

Action plan - Administration

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
To formalise and document the way in which the Club is managed	Document current and new processes	• Every process is documented in a simple manner, easy for all to understand. • Available in the shared drive and shared with the Committee. • Owners and roles are clear for all processes.	Secretary	By Dec 2025
Implement new Club structure to ensure responsibilities are clear and accountable, workload is shared and all activities of the Club are fully supported	• Confirm Committee roles and holders with revised position descriptions in 2025 AGM • Refreshed working groups for key Club activities - clear roles, responsibilities and communication channels	• Committee positions descriptions are clear and available to all • Communications are streamlined, with clear channels for key Club activities and more focused communications, • Working Groups are established and aligned to processes identified, with all activities of the Club clearly owned.	Secretary	By Dec 2025

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Activities of the Club are planned and communicated to the relevant audiences	• Create a Club calendar for both internal and external activities. • Transfer key Club operation dates to calendar • Ensure Strategy milestones are reflected in calendar	• Club calendar of public dates is available on Club website • An internal calendar of key Club activities and Strategy milestones is available with access at relevant levels to appropriate stakeholders (Committee, volunteers, members).	Secretary	By Dec 2025 Review calendar each Committee meeting
Undertake succession planning for key roles within the Club	• Review the opportunities for those interested in supporting the Club, including parents and volunteers, developing pathways for further participation • Develop a succession plan for each role within the Club	• A clear, owned and actively managed succession plan is available for the Club and routinely maintained.	President, Secretary, Working Group leads	By Dec 2025 Maintained at least quarterly. Reviewed in Committee meetings.
Automate and standardise processes. Use technology to organise and optimise running of the Club	• Confirm processes which have opportunity for automation and standardisation • Review tools available, including current G-Suite usage, and confirm a plan to consolidate, implement or migrate • Review use of Football Australia digital systems. Eg reports & communication tools	• Digital tools are used for all Club operations and processes where possible. • Consistent use of templates and communication tools used across the Club. • Tools are easy to locate and navigate and accessible to those who need them. • WESC website is sustainably managed and supported.	Secretary	By mid 2026

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
	• Ensure website is properly hosted and more than one site administrator is trained			
Register with Football Victoria	• Engage with Football Victoria and seek guidance on the application process • Submit draft application and confirm feedback • Complete activities as directed by FV	Registration with Football Victoria completed and commitments are built into the operations of the Club.	President, Secretary	FV timelines for 2025
Progress the FA Club Changer programme	• Complete Club Changer activities to achieve each of the three star levels	• One star level reached - 2025 • Two star level reached - 2026 • Three star level reached - 2028	President, Vice President, Secretary	Determined by Club Changer
Improve internal communication channels	• Add and remove people from current WhatApp groups to keep communication relevant • Make a “social” WhatApp group for all volunteers to chat about non business to free up existing groups • Set up other forms of communication for important information	• Increase in relevance of communications to their audience • Volunteer feedback positive	Secretary	By end of 2025

Action plan - Finance

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Change financial year-end to 30 June	• Review CAV procedures for changing year-end date • Present required documents to Committee to vote on the change • Update myCAV with the year-end date	• Successful vote by committee • New financial year-end reflected on CAV website	Treasurer	October 2025
Develop an annual financial budget to support the business plan	• Create annual budget for approval by Committee • Create expenditure policy	• Reporting of actual spend against budget • Presentation and acceptance of budget by Woodend Eagles Committee	Treasurer	September 2025
Building alternate income sources	• Review income sources for other Woodend Clubs • Create register of revenue generation ideas • Implement technology to support income sources	• Income generated outside of MiniRoos registrations • Number of income streams	Treasurer Woodend Eagles Committee	Ongoing
Increase fundraising and sponsorship revenue to fund small-scale investment	• Review sponsorship opportunities following finalisation of MRSC Racecourse Masterplan • Review other Woodend	• Number of annual sponsors • Investment in small-scale projects • Number of fundraising events	Treasurer President Woodend Eagles	Ongoing

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
	clubs fundraising ideas • Create annual fundraising calendar		Committee	
Developing a financial projection that reflects the strategic plan	• Understand financial implications of strategic plan • Create an updatable projection • Present projection of Committee meeting	• Creation of financial projection • Presentation and acceptance of financial projection by Woodend Eagles Committee	Treasurer	September 2025
Insurances	• Discuss insurance requirements with local Soccer Clubs • Review insurance coverage through MiniRoos and BASL • Discuss insurance options with insurance providers	• Suitable insurance in place	Treasurer President	As required
Implement accounting software	• Review available accounting software • Present findings to Woodend Eagles Committee with recommendation • Implement new software	• Presentation of findings to Committee • Implementation of accounting software	Treasurer	January 2026

2. Coach & Match Official Development

Aims - values in action

Community | Enjoyment | Excellence | Inclusion | Integrity and respect | Support | Together

Issues

- Challenges relating recruitment and development plans for coaches to ensure we have plenty of coaches for the future catering for Club growth in MiniRoos and BASL teams.
- MiniRoos coaches who are coaching teams to their child's age are moving up groups with their children and therefore leaving the 4 and 5 year old groups (micro roos) without experienced coaches
- Perceived lack of experience and visible other female coaches discouraging females from becoming coaches
- Lack of training opportunities for those would be coaches who are interested but hesitant
- Lack of access to training through Football Australia
- Lack of resources to allow a new coach to feel confident they are ready to coach from Day 1
- Currently no training or development plans for match officials
- Inconsistent coaching styles and inexperienced coaches

Opportunities

- Train new coaches - engaged parents, strong coaching experience in the Club
- Make a clear plan to recruit, train, support coaches throughout the Club.
- Create clear and set leadership roles in the Coaching Team to support and drive the direction of the Clubs coaching practices.
- Development of our current female coaches to show visibility and our ability to grow coaches from novice to an experienced and confident coach
- Support all coaches to attend coach education courses.
- Utilise the Football Federation of Australia Women's Football Development guide.
- Create a coaching handbook.
- Run a yearly off season 'Coach the Coaches' day for coach development and team and skills building

Goals

To develop a clear Coaching Team structure and coaching pathway. Coaches new and old need to be adequately trained and supported. As the number of teams grow the Club will need to recruit new coaches for both MiniRoos and BASL. To continue and improve our coach development and satisfaction and improve the enjoyment of the coaches and ensure they are set up for success.

Action plan

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Improve coach retention through creating a coaching environment where coaches feel supported and valued	• Create and deliver a robust induction for all coaches including an overarching induction pack that covers governance / reporting / administrative process, the completion of the individual self assessment and individual meeting with Head Coach • Match new coaches with a coach mentor to provide individual support, and check-ins • Create a Coach of the Month Award where coaches are nominated for excellent demonstration of Club principles • Implement a feedback mechanism such as an end of season survey • Create coach mentor program	• An increase to surplus in coach numbers • Coaches feedback positive, gathered annually via an end of season survey • Retention of coaches, measured and reported • Coach mentor program established	Club Coach Coordinator, Head Coaches and Committee	Mid 2026
Ensure all coaches are sufficiently trained and	• Identify training gaps through the use of coach individual self assessments during induction and observations/supervision	• Biannual Coach the Coaches day running	Club Coach Coordinator, Head Coaches	Term 2 2026 and also at the end

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
skilled for their allocated player groups	opportunities by Head Coach or experienced coaches • Seek out training courses/opportunities and encourage coaches to attend training courses • Fund all coaching courses to reward coaches for the time they donate both coaching and attending courses • Run off season 'Coach the Coaches' day for coach development and team & skills building • Obtain sponsorship for and enter the FV Club Coach Coordinator Program • Develop a Coach Training Register with minimum mandatory training requirements for all coaches and a record of all other coaching qualifications	• All mandatory training completed by coaches within 6 months of induction • Additional coaching courses completed as per the Training Register • Acceptance into the FV Club Coach Coordinator Program	and Committee	of BASL season Oct 2025 Training register implemented by 31 Dec 2025
Ensure Coaches and Match Officials have a good understanding of and are compliant with the WESC Code of Conduct (COC)	• Provision of COC within coach induction packs • Requirement for annual submission of signed COC • Include COC discussion/training within relevant coach development and training days • Recognise coaches who implement positive coach behaviour in line with the COC with nominations for the Coach of the Month Award	• Coaches and Match Officials are compliant with the COC	Club Coach Coordinator, Head Coaches and Committee	End of Dec 2025

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Attract and retain more coaches, particularly female coaches	• Develop a coach pathways document • Run a community Coach Information Session • Succession planning included as an agenda item within the Coaches sub committee meetings • Utilise the Football Federation of Australia Women's Football Development guide. • Develop an annual coach scholarship for up and coming teenage players • Develop a section/page within WESC website on Becoming a Coach with information, links, coach profiles etc to create interest and provide a link for socials • Social media posts and local news stories promoting the Club to always include a link to WESC page 'Becoming a Coach'.	• An increase to surplus in coach numbers • Increase in current percentage of female coaches from current 10% to 50 % • Coaches feedback positive, gathered annually via an end of season survey • Retention of coaches, measured and reported • Becoming a Coach page created and visited • Coach Development Scholarship program commenced	Club Coach Coordinator, Head Coaches and Committee	Ongoing
Attract and develop a bank of suitability qualified match officials affiliated with our club	• Advertise to see if there are any existing Match Officials in our area that could work with our Club • Develop a match officials pathway document • Encourage players 13years+, and any volunteers to consider registering with FA to becoming either a Junior or Senior Football Match Official • Ensure any match officials are aware of their requirement to comply with the FV Code of Behaviour	• Have a group of qualified match officials affiliated with our Club ready to oversee games	Club Coach Coordinator, Head Coaches and Committee	Advertise by Dec 2025 Completed by mid 2027

3. Communication, Marketing & Events

Aims - values in action

Community | Enjoyment | Inclusion | Integrity and respect | Support | Together

Issues

- No marketing strategy
- No brand guidelines
- No social media strategy
- Busy family calendars mean events need to be scheduled in advance

Opportunities

- Need for a comprehensive marketing plan
- Unify all external advertising channels (digital and traditional) in terms of tone, style, and messaging to increase visibility and build a clear brand proposition in the local community
- Create a mascot for the Club to build an affinity with children and become a recognisable symbol in the local community
- Develop a content plan for social media to increase engagement, and optimise posts to geo-locate potential new members
- Consider a referral program incentive
- Consider seasonal campaigns to drive membership
- Develop calendar of events and communicate early and lock in bust family diaries
- Identify partnership opportunities

Goals

- Grow the Club's visibility and share of voice in Woodend to grow membership by 250% over 5 years, while strengthening member retention and local partnerships.
- Raise the profile of WRSC through ongoing cadence of regular entries in Woodend Star and engagement with local newspapers to raise awareness and interest in the Club
- Schedule regular member emails with Club updates via a newsletter once a month
- Develop a communications calendar to make sure we promote special events and rounds
- Communicate competition results once a week
- Communicate MiniRoos training activities at least three days prior to sessions

- Improve internal communication channels or utilise a different communication tool so information is easily shared and accessed

Action plan

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Develop a simple and visual marketing 'plan on a page' for easy reference across committee	• Identify target audiences • Key messages • Channels & tactics • Key campaigns and timings • KPIs	• 250% increase in members by (2030) • Growth in social media followers (increase by 700%) • Email open rate (increase by X%) • Sign two new partners each year • Consider event attendance metric	Communication, Marketing & Events Manager	Term 3, 2025
Evolve brand identity to include tone and mascot	• Develop mascot and persona that represents the inclusive nature of WESC	Continuity across social media and website and external advertising and communication	Communication, Marketing & Events Manager	
Social media content plan	• Regular cadence of posts • Highlight key awards, events, games, results etc. • Add social media links to the website	Increase followers and engagement with posts	Communication, Marketing & Events Manager	
Promote the Club and the successes of its players and teams	Produce consistent updates through our communication channels in a positive manner	Monitor engagement Keep records of player achievements	Communication, Marketing & Events Manager	

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Improve external communication	• Develop a style guide • Create an advertising schedule • Develop a brief members newsletter to email out weekly • Set up communication channels between coaches and the players in their groups • Identify key communication cycles around membership drives, seasonal sign-ups etc.	• Increase in membership numbers and retention • Positive feedback from all audiences • Retention of sponsors • Increase in social media views	Communication, Marketing & Events Manager	
Establish an annual calendar	• Identify key WESC dates across the year • Align any key FV dates / initiatives • Identify a registration tool to help track registrations and communication around events	• Increase in attendance at Club events		

4. Community Engagement

Aims - values in action

Community | Inclusion | Support | Integrity and respect

Issues

Community

- Many soccer players from Woodend are playing in Gisborne or Kyneton due to the lack of pathways in Woodend
- Gisborne and Kyneton are focused in separate competition leagues, Woodend will need to choose in which direction to compete which may not suit all members
- Cost of living/Cost of sporting activities
- Time cost of travelling/organising which parent can travel between Woodend, Gisborne and or Kyneton for multiple sports

Communications

- Timing of communications can be ad hoc
- Various communication platforms are used without a clear strategy
- The frequency and content of communications doesn't follow any standards
- Internal communication channels can be confusing and information is easily missed

Stakeholder Engagement

- Complexity of cross-departmental engagement at Council and gaining traction with Councillors
- Engagement with partners and sponsors needs to be formalised
- Need for dedicated FV liaison

Opportunities

Community

- Growth of soccer in the shire provides potential for a future Macedon Ranges League
- Community demand
- Less stress of our roads and infrastructure
- Woodend has an active soccer following in the local community
- Woodend has a strong community identity
- Low cost entry point for families to get involved in an outdoor, healthy recreation

Stakeholder Engagement

- Prioritise engagement with local schools
- Establish open lines of communication with Council via considered program of updates and contact
- Evolve relationship with FV
- Keep partners and sponsors informed and engaged

Goals

The Club should be active in the community and be seen as a valuable part of the wider community it serves, contributing value beyond sporting interests to remain accessible to families. The Club should promote and grow awareness of soccer in the community, supporting those already interested in the sport and providing opportunities to those excluded from other activities. The Club should promote healthy recreation activity for the community, and foster a local soccer community and provide connection to the wider Australian and global soccer community.

Utilise communication channels to engage future and existing audiences in the hope of promoting events and achievements, engage, retain and increase participation in the Club and strengthen our connection with the community. This work to be completed in consultation with Marketing, Community & Events Manager.

Action plan

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Increase visibility of Club within Woodend by engaging, supporting and being present within the wider Woodend community	• Work with Marketing, Communication & Events Manager to add schedule of community events to the annual Club calendar, including participation in local school activities e.g. sponsor Lapathon, Christmas tree • Investigate opportunities for supporting the local community through engagement with schools and Council e.g. soccer clinics • Create opportunities and relationships, along with event participation with clubs at a higher level • Take the lead on a community event(s) to build excitement and anticipation around FIFA World Cup • Look for opportunities to host events with surrounding soccer clubs - e.g. exhibition games	• Monitor engagement through interactions with community groups • Soccer clinics are conducted twice a year with local schools • Soccer clinics held with other local organisation like ELCs, outreach programs etc. • Schedule of community events is incorporated into Club annual calendar and agreed with Committee in advance of each season and tracked throughout the season	Community Engagement Manager	Ongoing
Create social opportunities for engagement with parents outside of	• Work with Marketing, Communication & Events Manager to add social gatherings to annual calendar	Record events, participation and feedback	Community Engagement Manager	Review end of each season

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
scheduled training and MiniRoos				
Enhance relationships with supporting bodies and partners	• Maintain and enhance relationships with Council and govt bodies • Maintain and enhance relationships with sporting bodies including Football Victoria and Football Australia • Maintain and enhance relationship with partners	Strong relationships and support for the club from government and sporting bodies. Positive engagement with partners and potential partners	Community Engagement Manager	Ongoing

5. Facilities & Equipment

Aims - values in action

Community Enjoyment Excellence Inclusion

Issues

- There are currently no permanent facilities for Soccer only
- All facilities are shared with the Junior Footy Club and Cricket club who have priority booking
- Current storage facilities are shared with Junior Football and are already becoming very cramped
- The change rooms need upgrading to meet FV standards
- No lockable toilets or showers
- No gender neutral or suitable referee facilities

Opportunities

- To provide quality soccer facilities to Woodend for the first time
- Apply for grants, sponsorship and fundraise to improve the facilities while working within Council's recreation Master Plan
- Engage State & Federal members as advocates for when funding becomes available
- Engage Facilities & Advocacy Unit

Goals

To stock and maintain high quality training and competition equipment that met FV standards and enable our members to develop without constraint. The quality of the Club's facilities will support the provision of quality training and playing opportunities and enhance members' experiences.

Action plan

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Ensure the Club's equipment and facilities progress in line with the Club's need and this Strategic plan	Create a Facilities and Equipment development plan	Facilities and Equipment plan is developed and signed off by Committee	Vice President	End 2025
Access funding for facilities and equipment	Submit all available grants following the priorities identified in this Strategic Plan.	Facility improvements achieved annually or successful funding applications	Vice President	Grant deadlines
Upgrade competition goals to reduce match setup	Upgrade goals on wheels once priority access to Buffalo confirmed	Work on a timeline with relevant authorities	Vice President	Mid 2026
Work with council and FV to obtain permanent priority residence at Buffalo Oval and bring facilities up to standard	• Obtain FV membership • Maintain regular meetings with facilities management to develop facilities	Work on a timeline with relevant authorities	President, Secretary, Community & Events Manager	
To develop a quality soccer facility with 2 standard junior pitches at Buffalo Oval	Maintain regular meetings with facilities management to develop facilities	Work on a timeline with relevant authorities	President, Secretary, Community & Events Manager	2026
Change room facilities that meet FV standards	Work with the Council to upgrade the changerooms.	Work on a timeline with relevant authorities	President, Secretary, Community & Events Manager	2026

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Continue to work with Council and State government for a dedicated soccer pitch	Work with Council and state members to support the Racecourse 2025 Masterplan	Work on a timeline with relevant authorities	Community & Events Manager	2028

6. Inclusion and Diversity

Aims - values in action

Community | Enjoyment | Excellence | Inclusion | Integrity and respect | Support | Together

Issues

Both children and adults face many issues with accessing and participating in sport. People can struggle on the basis of gender and feeling safe and welcomed, cultural understanding, affordability or through disability.

Opportunities

- Continue to develop girls within the Club and actively promote all girls only competitions and gala days to increase female participation.
- Encourage all children to play and provide a warm, safe and welcoming environment and teach children to be accepting and patient and work as a team.
- Utilise the Womens Football Development guide.
- Broaden our Club's knowledge on working with diverse people
- Advertise and share the broad knowledge of our committee and coaching team amongst each other to increase understanding

Goals

- To provide a Club environment that is welcoming to all within our community by being inclusive and supporting diversity.
- The Club should continue to provide a fun, family-friendly and inclusive environment
- 50/50 split MiniRoos 2027
- safe and inclusive environment - physical and neuro diverse
- To provide membership across a range of ages and skill levels to make the sport accessible to all that wish to participate.

Action plan

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Educate Club members, volunteers, coaches and players on inclusion and diversity	• Implement an inclusion and diversity training plan for Committee, coaches and volunteers on a regular basis • Provide inclusion and diversity information to parents and players • Work with support groups such as Proud2Play to keep up to date on inclusion and diversity matters	•	All the Club - coordinated by Diversity and Wellbeing Officer	Ongoing
Promoting the Club as a family-friendly, inclusive part of our community	• Advertise group and individual achievements of Club members • Celebrate and show support for events celebrating diverse communities • Collaborate with local groups that work with disadvantage members of our community	• Increase in requests for support from current and prospective members		
Increase the female participation towards 50/50	• Create a 50/50 gender participation plan. • Work with council to provide female friendly & match official facilities.	• 50/50 gender plan created • Website and social media to illustrate opportunities for W&G • Ensure development pathways for W&G		
Support diversity	• Ensure exposure is visible of diverse groups • Explore tailored opportunities for neuro diverse children and collaborating with supporting charities and community groups	• Increased registrations from all abilities and backgrounds • Re-registrations every year from players that fall into these categories		

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Providing a supportive and safe environment for children to enjoy and learn the game	• Ensure all coaches and support staff have a valid WWCC. • Constantly monitor the abilities of individuals in each group to ensure it is suitable for their level	• Keep updated records on the drive. • Provide a 'third eye' to watch each group		
Make Club as affordable as possible	• Grow our current boot swap to include other equipment • Keep the cost of membership and equipment down • Make an annual all inclusive membership • Create a system with families can request financial assistance from the Club, e.g. explore ActiveKids	• Increase in membership numbers • Greater member satisfaction		

7. Partnership Development

Aims - values in action

Community | Enjoyment | Excellence | Inclusion | Integrity and respect | Support | Together

Issues

- Maintaining effective mutual beneficial partnerships within the community and sponsors

Opportunities

- Create regular promotions through our members at least once a month.
- Utilise social media and game / training day promotions.
- Continue to use pop up banners & A-Frames etc at training and game days.

Goals

- Create regular promotions through our members at least once a month. Grow sponsorship engagement to fund future investments.
- Mature the partnership with Kyneton SC in a way such that WESC develops as an independent Club.
- Support our local schools with a soccer clinic once every 6 months to gain student engagement.
- To develop partnerships with sponsors, schools, community groups, other football Clubs and sporting groups and governing bodies that promote football in a positive manner.

Action plan

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Make current sponsors feel valued offering them a tangible return on their investment	• Regularly promote sponsor business on all available media channels externally to club members and community, along with internally to committee members. In line with social media and communication strategy.	• Sponsors are receiving satisfactory leads from the club. • Sponsor feedback • Sponsor retention •	Community & Events Manager	*December 2025*
Create a desire to invest in the club	• Actively promote products & services of current supporters online, at training and throughout events.	• New enquiries from potential sponsors • brand recognition • Greater financial investment	Community & Events Manager	*December 2025*
Engage students from local schools and childcare	• Support local schools and childcare with soccer clinics every six months • Create & maintain a 'go to' partnership with the relevant heads of depts • Support schools charities or foundations	• Students from local schools and childcares are attending MiniRoos and soccer promotional events • Feedback from dept heads	Community & Events Manager	

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Promote local competition to create a Macedon ranges league or cup	• Partner with KRSC to train and play interclub games • Work with other local clubs to create the desire for a local competition	• Clubs with engage in local competition	President, Community & Events Manager	2026/7
Find a coach sponsor	• Advertise and get a sponsor to cover the cost of football Victoria's club coach coordinator program.	• 2026 find a bronze level sponsor for $600 • 2027 find a silver level sponsor for $1250 • 2028 find a gold level sponsor for $2400	President, Coach Coordinator, Head Coach	2026

8. Player Membership

Aims - values in action

Community Inclusion

Issues

- The Club has an issue holding onto players once they turn 12 years old due to MiniRoos age limits and lack of FV association.
- Lack of access to future pathways to a higher level of competitive soccer (12+)
- Inability to take part in a quality local competitive league.

Opportunities

- MiniRoos registrations are growing each term and the popularity is excellent.
- Engage with schools and the local community on a regular basis.
- Work with Local schools including donating balls and running clinics with the sports department.
- Offer returning players a discounted rate with an Eagles jersey.
- Promote and work on the FV association to enable junior competition.
- Promote future pathways for good players.
- Join FV and create future pathways in the Bendigo League.

Goals

To grow Club membership in a sustainable way to enable opportunities for anyone in the Woodend area who wants to play soccer.

See the Membership road map and WESC Pathways in this document for further membership goals.

Action plan

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Continue work within schools promoting the sport and supporting the schools in football related activities.	• Attend Kindy Orientation at Local schools. • Offer assistance with any coaching or other football related activities at the schools. • Plan and promote Summer 6s early, running a shorter season. • Work with the high schools to identify ways of promoting football and ensuring teen continue sport participation. • Implement an end of season survey.	• Increases on previous years registrations numbers. • Reduced churn rate.	Committee Members and any other volunteers with capacity and interest in working with the schools.	Regular cadence
Develop a desire to join a successful club	• Create a fun, training structure that is simple to engage • Maintain a strong brand through social media engagement and other communication channels • Distribute branded merchandise for greater recognition	• Higher player retention rate • Increased new player percentage • Greater visibility of the brand locally		
Ensuring our MiniRoos Kick-Off program exceeds the expectations of local families	• Ensure coaches and support personnel have a clear plan and process for each session which is adhered to.	• Collect feedback from parents	President, Committee, Coaches Committee	Review end of each season

9. Player Development

Aims - values in action

Community | Enjoyment | Excellence | Inclusion | Integrity and respect | Support | Together

Issues

- Currently limited pathways beyond miniroos 4-11 due to no FV association.
- Lack of training records archived.

Opportunities

- Join FV and develop the players through the FV Game Changer program.
- Create training drills appropriate to each skill level for coaches to access prior to training.

Goals

- The Club will provide players with a rewarding, high quality experience, training and playing at the appropriate level. The Club will support players to develop their skills and sportspersonship
- The Club will provide players with clear development pathways supporting their aspirations, providing opportunities for training, competition, coaching and progression beyond the scope of the WESC, including guidance to professional opportunities.

Action plan

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Ensuring future pathways exist to meet the needs of the Club's members to play at the appropriate level	• Provide information on all pathway opportunities to players and parents. • Support transitions between levels, e.g. Micros > MiniRoos > Competition	• Players receive an enjoyable football experience and continue to play year on year. • Percentage of children successful in selection for Elite programs. • Reduced churn rate.	President, Vice President, Head Coach, Coach Co-Ordinator	Ongoing
Develop values and skill based training suited to player needs and abilities	• Establish a clear training plan and philosophy • Have clear skill levels and plan accordingly • Identify and align training to abilities	• Provide information on all pathway opportunities to players and parents.	President, Vice President, Head Coach, Coach Co-Ordinator	Ongoing

10. Safety & Risk

Aims - values in action

Support Together

Issues

- Change room facilities currently aren't fit for purpose
- We have no emergency protocol
- We only have a small number of volunteers with first aid certification and they are not easily identify on training days
- Complaints, safety issues and disagreements are being dealt with on an ad hoc basis

Opportunities

- Formalise and increase the role of volunteers in ensuring a safe environment

Goals

The Club maintains a safe environment for it's members and manages risks proactively

Action plan

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Provide safe changing and bathroom facilities	• Work with council to develop the current change rooms so that they fit for purpose or allow us access to the change rooms inside the stadium	• Facilities meet or exceed best practice standards	Vice President, Diversity & Wellbeing Officer	2026/7
Create an emergency protocol	• Write an emergency protocol to cover a number of events • Train or volunteers in this protocol	• Protocal created and volunteers trained, process in place to maintain	Diversity & Wellbeing Officer, Volunteer Coordinator	2026
Develop specific Club policies and documents around safety concerns	• Write a weather policy • Write a dog policy • Write a Smoke Free policy • Implement a spectators code of conduct • Develop a complaints procedure • Create incident reports for safety concerns	• Policies created, shared and process in place for maintaining	Diversity & Wellbeing Officer, Volunteer Coordinator	2026
Increase volunteers with first aid training	• Provide first aid and CPR course to interested coaches and volunteers	• Increase number of First Aid and CPR volunteers	Diversity & Wellbeing Officer, Volunteer Coordinator	2026
Increase visibility of first responders	• Make sure ground marshals wear their vests • Make a vest for the person in charge of first aid to wear	• Ground Marshals and First Aid vests worn	Diversity & Wellbeing Officer, Volunteer Coordinator	2026

11. Sportspersonship

Aims - values in action

Community | Enjoyment | Excellence | Inclusion | Integrity and respect | Support | Together

Issues

As the Club grows and competition increases there is a risk of lowering standards of behaviour in players and parents.

Opportunities

- Work with the FV and Game Changer guidelines to ensure systems are in place to educate both players and parents.
- Promote fun and friendship above winning and help educate parents on the benefits and reasons children play sport.
- Ensure all participants play fairly and respect all officials.

Goals

- Join the Club Changer under FV to guide sportspersonship progression.
- Constantly communicate our core values at each game and training session visually on entrance.
- To develop a Club culture that promotes RESPECT to team mates, opponents, coaches and managers and most importantly referees.

Action plan

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Educate coaches and parents from the beginning to respect all officials and promote sportspersonship as the first priority. Ensure officials feel welcomed and safe.	• Review any alignment to Play By The Rules • Provide adequate ground control. • Educate children and parents from the beginning to respect all officials at all times and to speak up if they witness poor behaviour towards officials. • Encourage all competition team coaches & managers to complete the online laws of the game exam.	• Officials are happy to come to our Club. • The number of referees within football increases and children are comfortable and enjoy refereeing and game leading. • Zero tolerance to abuse of officials, players or coaches.	Committee, Coaches, Parents	2025
Ensure all those affiliated with our club are aware of and act in line with WESC Values and Codes of Conduct	• Create an A frame poster to be placed at entry to grounds to clearly promote WESC values • Embed Values within social media platforms • Create an easy to view visual representation of the Values which can be used on socials and within communications	• Everyone affiliated with our club behaves in line with values and codes of conduct	Committee, Coaches, Parents	2025

12. Volunteers

Aims - values in action

Community Enjoyment Inclusion Support Together

Issues

- There are no standard ways to manage offers to volunteer, resulting in some offers not being properly engaged
- There is a risk that the volunteer base will not grow at the rate required to support the ambitions of this Strategic Plan
- There are no coordinated plans for how to grow our pool of volunteers
- Volunteers lack knowledge or confidence of the game
- Potential volunteers are not given clear information or directions on how to become a volunteer

Opportunities

- The Club has good engagement with parents and many people offering to volunteer
- The Club has good relationships with the Community, for examples through the local schools, which helps encourage potential volunteers
- To improve our processes for recruiting, retaining and supporting volunteers
- Increasing the number and skills base of our volunteers

Goals

- Providing a rewarding and enjoyable experience for our volunteers
- Increase the number of volunteers and roles supported to ensure the Club can grow in line with this Strategy
- Improve the Club resources and training to retain all volunteers
- Define roles and target different jobs to suit individual taste, experience and availability

See Club Volunteers section for overview of volunteering roles offered by the Club.

Action plan

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
Increase the number of volunteers	• Complete a volunteer engagement plan including how to identify potential volunteers and promote opportunities to them • Specifically engage volunteers with needed skills such as medical practitioners for first aid and teachers for coaching • Ensure volunteer sign-up process is clear and Club actively responds to expressions of interest, including setting up a volunteers page and EoI form on the website	• Volunteer engagement plan is implemented • The number of volunteers increase in line with the needs of the Strategic Plan • Volunteer EoI process and tool implemented • The number of volunteers with specific skills increases	Volunteer Coordinator	Ongoing
Ensure volunteers are supported in their roles. Have confident and skilled volunteers	• Identify what motivates the various volunteers within the Club and tailor tasks to suit • Develop and implement relevant training for each role including the new Coaching Guide, First Aid Training to ensure confidence and enjoyment of volunteers.	• Number of volunteers and volunteer satisfaction and retention improved.	Volunteer Coordinator	Ongoing
Make the volunteering process rewarding and fun, encouraging a sense of belonging	• Host fun social evenings for volunteers • Develop a reward and recognition system within our Club, e.g. volunteer of the month program	• Volunteer satisfaction increases • Record events, participation and feedback	Volunteer Coordinator	Ongoing

Objectives	Actions	Performance Indicators	Resources & Responsibility	When
	• Continue to survey volunteers at the end of each season on satisfaction and suggestions	• Host a member event or similar per quarter		
Increase visibility of Club volunteers	• Volunteer registration and lanyards • Volunteer profiles can be shared on social media	• Greater community engagement • More people volunteering to help out at the Club	Volunteer Coordinator	Dec 2025
Ensure volunteers represent the values of the Club	• Volunteer support, training and feedback	• Positive feedback from across the Club and Community	Volunteer Coordinator	Ongoing