



# STRATEGIC PLAN 2026

# OUR STORY SO FAR...

Melbourne University Futsal Club (our Club) is a community of students who all share a passion for Futsal. The Club was founded in 2005 as Novatech Melbourne Futsal Club, and then affiliated with Melbourne University Sport in 2007 as Melbourne University Futsal Club. From this point we naturally transitioned into core programs of entering competitive teams, including into the V League up to 2009, and coordinating internal tournaments.

However, operationally the club haphazardly put together a plan to find a way to manage the high level of interest in social Futsal. Running multiple competitive teams as a new club was financially difficult and the focus on its social competition 'Friday Night League' has become the lifeblood of our club. Friday Night League has allowed 200 students each semester to form social groups and create friendships during their studies, whilst ensuring the club is financially sound.





Futsal is governed by [The Fédération internationale de football association \(FIFA\)](#), however, in Victoria has historically taken the back seat to association football leaving a gap in competition progression, and subsequently our club had a close association with [Futsal Oz Australia](#), a commercial operator but widely considered within the community as the best competitions within Victoria. We have always competed in these leagues, involved in the 2009 V-League. However, over the last 15 years the level of competition has continued to improve, which the arrival of new clubs, led to a struggle to keep pace without a professional and tactical approach.

In 2012 a new competitive women's team was formed and quickly found its way into the V League, Futsal Oz highest level of competition. A core group of students helped build the team and saw great success, [including at its height winning the 2013 state cup](#) and competing in the Australian Futsal League. The women's team developed and remained a title contender for the next few years, with the program expanding to a reserve team. However, the overreliance on select members and limited internal social programs, saw the team cease in 2017. Re-established in 2019 the women's program is growing year by year, ultimately winning the 2022 FOz Division 1 Championship. However solidifying this program remains a high priority



In 2018, Melbourne University Sport released their Strategic Plan for Sport looking to increase the physical and mental wellbeing of all students and staff, develop and enhance leadership and active citizenship and celebrate sporting excellence. We are strongly aligned with the University, and embed these similar aims in our decision making. The Sporting Club Performance Strategy was released in 2021, where celebrating student excellence was put into the spotlight. Futsal at Unisport Australia competitions has been a mixed standard competing with Football, but the importance of intervarsity synergy was always recognized.

We have dipped our toes in creating our own intervarsity tradition in recent years, such as the University Cup, a Swanston St Stoush against RMIT, and matches against the traditional rivals Monash University.

further to just the Men's Friday Night League, the club has experimented with a Womens League, Mixed League, Knockout Cups and Charity Weekend Tournaments. Limited volunteer personnel in the club's structure, has also seen these competitions come and go, but it remains true when the club is running social competitions, the overall health of the club is strong.



## Victorian COVID-19

Lockdowns prevented any social competitions from continuing. The club had to draw on its cash reserves in order to still field its competitive teams. Whilst the club navigated through this situation, having only the performance arm of the club put it under a magnifying glass and there were some further learnings and insights about how their management could be taken to the next level.

In 2021 Football Victoria [Announced to unite the Futsal Community and commence a FV Futsal Strategy.](#)

This strategy looks to embed Futsal into the [FV Football Allways Strategy](#) and a look into the new era of Futsal United. This strategy speaks parallels for where the temperature is at, wanting to have a recentering of futsal in the state.

Whilst under most metrics we would be considered a small club, we have a very passionate community and large ambitions for our future. Combined with our governing body's strategic frameworks over the last 15 plus years of service, we have gathered many learnings for what best practice looks like, we are ready to write the next chapter of MUFC.



We have outlined a clear mission and vision for our club which are underpinned by our values of transparency, communication, reflection collaboration and a community-oriented approach.

The purpose of this strategic plan is to outline the key priorities and goals for the Melbourne University Futsal Club. It provides a roadmap for the club's growth and development in the coming years, and it aligns with the club's overall vision and mission.

We have outlined **6 key areas** of strategic focus that will take our club forward over the next three years:

- A clear recruitment strategy,
- Quality training environment
- Financial stability through exploring new opportunities
- Competing at the highest-level possible
- Clear and transparent communication channels
- A social and supportive community.







# OUR PLAN

**Our Mission** is to provide an outstanding experience for athletes to reach their full potential

**Our Vision** is to be a premier Futsal Club in Victoria

## RECRUITMENT

Recruitment Strategy  
Futsal Director  
Selection Trials  
Mens Reserve Team  
Womens Pathway  
Intervarsity Competition

## COACHING

Reserve Coaches  
Team Managers  
Player Resources  
Training attendance  
Professional Development

## FINANCE

Womens Social League  
Competition Revenue  
New Leagues  
Sponsorship and Grants  
Merchandise Line

## PROMOTION

Womens Div 1 Champions  
Men in State League 1  
Women in Series Futsal  
Intervarsity Champions  
FV State Participants

## COMMUNICATION

Social Media Strategy  
Club Website  
Monthly Newsletter  
Feedback Processes  
4,000 Followers

## SOCIAL

Social Events  
Identifiable Signage  
Volunteer Program  
Promote Wellbeing  
Friendship Formation  
20 Club Volunteers

## OUR VALUES



-  Transparent
-  Communicative
-  Reflective
-  Collaborative
-  Community-Oriented

## CONTACT US

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# OUR MISSION

The club was founded as a university student club, with the aim of **providing an outstanding experience for athletes to reach their full potential**. We want to foster a competitive and community-focused environment that empowers our players to achieve both on and off the court. We will build a sustainable and successful Club that provides opportunities for all levels, that enriches the lives of our members and community.

# OUR VISION

Our vision is to be a **Premier Futsal Club in Victoria**, known for developing exceptional players and fostering a winning culture. This is measured by the leagues we play in, the results we achieve, and the players we attract

# OUR VALUES

We want to be **transparent** and build trust and credibility with our players, coaches, referees, sponsors, and supporters. We believe that being open and honest about our actions and decisions will create a culture of trust that will encourage everyone to work together towards the goals of this plan.

We value **communication** because we know that it is key to effective teamwork and collaboration. By encouraging frequent communication between all stakeholders, we can ensure that everyone is well informed about the happenings within the club.

It is important to learn from our successes and failures in order to continually improve. By regularly **reflecting** on our performance, we can identify areas where we can do better, and take action to make improvements.

**Collaboration** is pivotal because we know that we can achieve more together than we can individually. Just like working as a team on the court, we can leverage our diverse skills and perspectives to find innovative solutions and achieve our goals.

Finally, we believe that we have a responsibility to give back to our **community**. We strive to be good neighbors and role models, and to use our club to make a positive impact in the lives of those around us.





**RECRUITMENT**



# A CLEAR RECRUITMENT STRATEGY

Our club aims to attract the best student players at the University of Melbourne to join our competitive teams. We recognize that having a strong recruitment strategy is essential to becoming a Premier Futsal Club in Victoria. To achieve this, a document process focused on getting the best players—which includes a selection and trial process, a pathway from social to competitive, and leveraging recruitment from intervarsity opportunities— is essential.

Coordinated selection and trial processes—that invites potential players to attend try-outs where they can showcase their skills and abilities in front of coaches—is crucial. In developing a clear criteria— including technical skills, tactical awareness, and players who reflect our overall club's vision and values—we will build a foundation in which steps reviewing player evaluations are not 'set and forget', but rather, their development progress is continually tracked.

Following any trials, we recognize not all players may be ready to be selected in first teams, but finding everyone a development position within club remains. Accordingly, we need a place for members in social teams, and have a created a pathway from social to competitive teams. This allows for the development of players who are interested in joining the competitive teams but need to more time to have the opportunity to do so. The social teams must have an environment appropriately equipped with training and support so skills can be developed, which in turn will allow for the improvement of players' game, and eventually a transition to the competitive teams.

Finally, the participation of talented students who are already playing at a higher level than our club, in which an attractive value proposition for them to accept a position with us, has not yet been established. With this, we aim to leverage recruitment from intervarsity opportunities, where we can hopefully feature our club platform and in turn, attract talented players.





# RECRUITMENT GOALS

- Develop a Recruitment Strategy document that focuses on getting the best players into our top teams by the end of 2023.
- Appoint a Futsal Director for oversight on the Recruitment Strategy by 2024.
- Run 4 selection trials for both men's team and women's team to ensure the best players are selected by 2024.
- Develop a pathway from social to competitive teams to give members a clear progression plan. Have 20% of training squad members made up from prospective social development players.
- A Men's Reserve Team competing in the Friday Night League Semester 1 2024.
- A full Womens Social Competition developed by 2024 with 5 players identified as pathway players invited to club trainings
- A new Intervarsity competition in 2024 for elite athletes to represent the University. 2 male and 2 female students to join the club after representing the University by the end of 2024.





# COACHING



# A QUALITY COACHING ENVIRONMENT

We recognize the significance of providing a high-quality training environment that allows our members to develop their skills and reach their full potential. We are committed to hiring and retaining good coaches, who provide a consistent training environment that allows players to commit and align with the club's vision. A good coach can represent the difference between a developing team and one that is stagnant.

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Our coaching strategy aims to provide a comprehensive training program that covers technical skills, tactical awareness, physical and mental preparation. We believe that a well-rounded approach to training is essential to developing exceptional players.

To achieve this goal, we aim to hire experienced and knowledgeable coaches who have a passion for futsal, and are committed to the club's values, vision and mission. Ongoing support and professional development opportunities will be provided for our coaches to ensure their growth in the professional skills and knowledge needed to deliver high-quality training sessions, including goalkeeper-specific training.

We recognize that facility access remains congested and accessing more training time may not always be an option. As such, there is a need for a flexible approach to personal player development. We will work with our coaches to create resources, tips, and therefore avenues, for players positioned at a variety of technical levels, who are committed to the club can develop in their own time. We will run workshops and tactical sessions to supplement court time.

To sustain independence, we will create a clear reserve or assistant coach for both men's and women's teams. This will provide an environment where coaches can develop their skills and knowledge over time, and not stretch the ask of any single coach. To allow coaches to focus on their passion and prevent burnout, team managers reporting to the committee who can support all operational team requirements, will be appointed.

To ensure the effectiveness of our approach, our coaching staff and training program will be regularly evaluated. This will involve consistent feedback-seeking from players, the monitoring of training sessions, and reviewing performance data. Through these efforts, we aim to create a high-performance training environment that empowers our players to achieve their full potential both on and off the court.



# COACHING GOALS

- Every registered player to be provided with personalized feedback, alongside resources to improve their game skills in their own time by 2024.
- A men's and women's assistant or reserve coach by 2024 via an advertised recruitment process.
- A men's and women's team manager by 2023.
- An 80% training attendance rate for men's and women's team by 2024.
- Provide opportunities for coaching and professional development for coaches to ensure they have the necessary skills to develop players.





**FINANCE**



# STABLE THROUGH NEW OPPORTUNITIES

With lockdowns establishing the lack of sustainability in depending on a single source of revenue for a club, revenue will be generated from a variety of sources. This is to ensure the financial stability of the club and the provision of high-quality programs for our members. We will be nimble in identifying and pursuing new opportunities to increase revenue, while maintaining our commitment to the club's values, vision and mission.

In upholding a powerful brand, membership base and platform, the need to actively seek sponsorship from local businesses and organizations—that align with our values and vision—is highlighted.

Sponsorship propositions that financially support the club as well as considerable benefits to sponsors—inclusive of valuable exposure—will be devised.

With the Men's Friday Night League returning to its pre-COVID levels, nearing 30 teams, any larger may be untenable. However, utilizing our knowledge based on how to develop and run these competitions can be further leveraged. In our recruitment strategy, having a women's social opportunity remains at the forefront of our mission in having a demonstrated pathway.

We will look to run a fully-fledged women's social competition as a first priority. Further expansion into previously explored concepts such as weekend tournaments, knockout cups, summer competitions and mixed leagues will also be prioritised. Hand in glove with a women's social competition will be running skill acquisition sessions aimed at teaching the basic skills of futsal.

We will develop and sell club merchandise to all of our members and supporters, including jerseys, hoodies, t-shirts, and other branded items. While this will not only generate revenue, it will help to promote our club and increase brand awareness.

We will also seek feedback from our members and supporters to ensure that our efforts align with their needs and interests. By diversifying our revenue streams and pursuing new opportunities, we aim to build a sustainable and successful club that provides opportunities for all levels and enriches the lives of our members and community.



# FINANCE GOALS

- Formalise a Women's Social League with 10 teams by the end of 2024.
- Increase revenue from Social Leagues by \$10,000 with 3 new competitions by the end of 2025.
- Generate \$5,000 from Sponsorship annually by the end of 2025.
- Generate \$5,000 from Grants annually by the end of 2025.
- Launch a merchandise line and generate \$3,000 from sales by the end of 2024.





**PROMOTION**



# COMPETING AT THE HIGHEST LEVEL POSSIBLE

Performance is compounding. Good players seek good teams which get them promoted and the cycle repeats. Likewise with relegation. We are committed to playing at the highest level possible and achieving sustained success on and off the court. We want to play in the challenging leagues possible to provide an environment for our players to likewise challenge themselves.

This starts with goal setting. We need clear goals and targets for our competitive teams, including league standings both to have stretch ambitions and directions. We want to be known as a destination club that if players join that will be part of our successful journey.

Our Women's team have recently been crowned champions in the 2022/23 Womens Division 1 Social League in Brunswick. The short-term goal will be to replicate this goal within 1 year. The remaining next challenge on a league perspective would be to step up into participating in the Futsal Oz Thomastown Series Futsal competition or equivalent.

Our Men's team currently are in a relegation zone in State League Two in Thomastown. Our goal for this team will not only be staying in this league, but to be a title contender within 2 years.

Intervarsity teams are recognized as a connected recruitment opportunity for the club, and subsequently our performance outcomes extend to these squads. We aspire to be National Champions at an Intervarsity event in the coming years.

We will regularly review and analyse our performance on and off the court to identify areas for improvement and opportunities for growth.

By prioritizing playing at the highest level possible and focusing on these key areas, we aim to develop exceptional players and foster a winning culture that promotes sustained success. We will regularly review our progress and adjust our strategy as needed to ensure that we remain competitive and achieve our goals.





# PROMOTION GOALS

- Mens Team playing in State League 1 by 2026
- Womens Team Brunswick Division 1 Champions by 2024
- Womens Team playing in Series Futsal Thomastown by 2025
- Participate in Football Victorias State Futsal Championship in 2024
- Intervarsity National Champions for either mens or womens by 2025





**COMMUNICATION**



# CLEAR, TRANSPARENT CHANNELS

We believe that clear and transparent communication is essential for building a strong and successful club community. In informing our stakeholders (both internal and external) about the club's affairs, this will allow for the club's acquisition with them, alongside the provision of their support.

An established range of communication channels will be maintained to enable effective and efficient communication between members, prospective members, coaches, referees, stakeholders and the committee. These channels include social media, emails, newsletters, and regular meetings.

Developed feedback mechanisms that allow members to easily and efficiently provide feedback on club activities and processes will be implemented. All feedback will be considered and acted upon where appropriate. All club processes and decision-making will be as transparent and accountable as possible to members. Regular updates on club finances, decision-making processes, and other relevant information will be provided.

We will ensure that all members have access to up-to-date and relevant information about club activities and processes. A breakdown of club finances and what membership funds go to will be shared with members. This will include creating a club website and regular email messages.

We will develop and implement a social media strategy that presents the club in a professional and engaging manner. This may include consistent and engaging posts, regular updates on club activities and events, and showcasing the achievements of our members.

By prioritizing clear and transparent communication channels and processes, we aim to build a strong and engaged club community that is committed to achieving our shared goals. We will regularly review our communication strategy and adjust it as needed to ensure that it remains effective and efficient.



# COMMUNICATION GOALS

- Develop a Club Social Media Strategy by the end of 2023 presenting the club in a professional manner and engaging with members and the wider community.
- 4,000 followers by end of 2026.
- Develop a monthly newsletter to all members by the end of 2023.
- Create a club website which will display up to date information for all stakeholders by mid 2024
- Feedback Process published by end of 2023 ensuring members can easily and efficiently give feedback that can be acted upon.





# SOCIAL

A background image showing a group of young men playing futsal on a synthetic pitch. One player in the foreground is wearing a blue jersey and a green safety vest, looking down. Other players are visible in the background, some looking towards the camera. The scene is outdoors with trees in the background.

# A WELCOME AND SOCIAL COMMUNITY

At Melbourne University Futsal Club, we believe that fostering a strong and supportive community is essential for creating a positive and fulfilling experience for our members. Our most frequent feedback from students is that the club is where they made their lifelong friends at University, and it is one of the most impactful reasons for why they want to be members. We recognise the community of alumni that came before us and understand our club's duty to foster this community for future generations.

We are a diverse and inclusive club and will actively promote this within our club. We will ensure that all members are treated with respect and dignity, regardless of their background or identity. Our club is proudly a place with a high proportion of international students and we welcome all cultures and backgrounds.

We want to be known as welcoming and easily identifiable on campus for new students, with the aim to have signage near the synthetic pitch to help promote the existence of our club and highlight the opportunities we provide.

We will organize regular social activities that enable members to build friendships and connections within the club community. These may include team dinners, social events, and community service activities. We will run joint events with mens and womens team (such as developing a presentation night) to foster this connection.

We will encourage members to volunteer and engage in our club. We will have a volunteer incentive program that will reward, recognise and retain those volunteers who go above and beyond to contribute towards our community. This may include mentoring programs, leadership development opportunities, and access to resources and networks that can support their growth and development. This will incentivise and foster a sense of social responsibility and contributions towards growing our club.

We will prioritize the health and well-being of our members by promoting physical activity, mental health awareness, and access to support and resources where needed.





# SOCIAL GOALS

- Run 5 social events annually by the end of 2024
- A welcome facility with identifiable club signage by 2024
- Implement a volunteer incentive program in place by the end of 2025
- Publicly promote the health and wellbeing of our club members and advertise our club values.
- Encourage activities that the formation of friendships within the club.
- 20 recognised club volunteers by the end of 2025.