

A photograph of four young children in soccer uniforms. On the left, a girl in a yellow jersey with 'OPTUS' on the back is high-fiving a boy in a green jersey. Three other boys in green jerseys are lined up next to him. The green jerseys also have 'OPTUS' and the Tuggeranong United FC crest. A large green diagonal overlay covers the bottom left of the image.

STRATEGIC PLAN

2026-2028





THIS IS OUR PROMISE.

IT'S AMBITIOUS.

IT'S GROUNDED.

IT'S OURS.

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FROM THE BOARD

To our players, families, volunteers, coaches, sponsors, supporters, and the Tuggeranong community.

We love football.

We love this club.

We love this community.

For too long, TUFC has survived season to season, leaning



on too few people, scrambling for facilities, and firefighting instead of leading. That ends now.

This strategy is about stepping into our true potential. It's about making TUFC the most powerful football club in Canberra. Not by size alone, but by the strength of our culture, the quality of our football, and the pride our community feels in calling TUFC their club.

We want every child and adult who wears our logo to feel like they're part of something bigger. We want every volunteer to feel valued. We want every family to look forward to TUFC game days. We want every sponsor to know their partnership is making a difference.

We are proud to present TUFC's Strategic Plan 2026-2028, a roadmap that reflects our ambition and commitment to strengthening our resilient, professional, welcoming, and proudly Tuggeranong club.

This is our promise. It's ambitious. It's grounded.

And it's ours.



**WE WANT EVERY CHILD
AND ADULT WHO
WEARS OUR BADGE TO
FEEL LIKE THEY'RE PART
OF **SOMETHING BIGGER.****

OUR MISSION

**TO STRENGTHEN EVERY PLAYER, COACH, VOLUNTEER,
AND SUPPORTER BY WORKING TOGETHER AS ONE CLUB -
PROVIDING THE RESOURCES, SUPPORT, AND OPPORTUNITIES
TO ACHIEVE OUR BEST ON AND OFF THE FIELD, NO MATTER
WHERE PEOPLE ARE IN THEIR JOURNEY IN FOOTBALL OR LIFE.**

TOGETHER, WE ARE STRONGER.

OUR AMBITION

To make TUFC the beating heart of football in the ACT.

A club that consistently delivers on-field excellence, unforgettable experiences for players and families, development & support for volunteers, and leadership that helps shape the future of the game in our region.



OUR GUIDING PRINCIPLES



Lead Boldly

The Board leads with vision, strategy, and good governance, not firefighting. We steer the ship, rather than patch the leaks.



Football Excellence at Every Level

From MiniRoos to NPL, we invest in coaches, players and pathways that give everyone the chance to develop, compete, and thrive.



Volunteers are our Lifeblood

We treat volunteering as an experience to be proud of that the club appreciates with clear roles, support, recognition and flexibility.



Families First

Every child, parent, and supporter should arrive and leave TUFC grounds feeling valued, connected, and eager to return.



Community and Culture Matter

TUFC belongs to Tuggeranong. We will defend the South, celebrate our people, and be known as a club of pride, loyalty, and inclusion.



Financial & Operational Sustainability

We'll diversify income, build strong sponsor relationships, and run efficient operations so we're here for decades to come.

OUR STRATEGIC PILLARS



Positive Experiences

At every touch point, deliver rewarding experiences that make people proud to be part of our club.



Our Football Home

Secure and develop dedicated home ground facilities that serve football and community.



Operational Excellence

Run the club with professional governance, clear systems, and consistent standards.



Diversified Income

Build sustainable revenue through sponsorships, partnerships, and new income streams.

PILLAR - POSITIVE EXPERIENCES

AT EVERY TOUCH POINT, DELIVER REWARDING EXPERIENCES THAT MAKE PEOPLE PROUD TO BE PART OF OUR CLUB.



OBJECTIVES

- Deliver consistent, high-quality football and volunteer experiences.
- Make TUFC game days welcoming and memorable.
- Invest in coaches, players, and programs to create long-term pathways.
- Build pride in and connection to the Tuggeranong identity.



KEY PERFORMANCE INDICATORS

- 80%+ retention rate across MiniRoos and juniors year-on-year.
- >75% player and volunteer satisfaction by 2027 (measured through annual survey).
- Women's program with clear pathway and NPL presence by 2027.
- 80% of TUFC coaches trained within club framework by 2026.
- At least four major club events per year that celebrate people and culture.



RESOURCING

- Volunteer coordinator role (Board or appointed).
- Digital tools for rostering and recognition.
- Game-day experience consistency group (Chief Vibes Officer concept with a volunteer or sub-committee role focused on match-day atmosphere).
- Technical director(s) and coaching development pathways.



KEY RESULTS

- Strong recruitment and retention.
- Consistent club vibe.
- Stories worth sharing.



PILLAR - POSITIVE EXPERIENCES

AT EVERY TOUCH POINT, DELIVER REWARDING EXPERIENCES THAT MAKE PEOPLE PROUD TO BE PART OF OUR CLUB.

Action required at Board level

- Set up sub-committee/s.
- Monitor activation of the club's guiding principles.
- Approve long-term TUFC coach, player, and program pathways: MiniRoos to NPL.
- Approve club coaching framework design and implementation.
- Make decision on need (or otherwise) for a second TD.
- Increase visibility of Board and/or sub-committee member accessibility.



Action required at sub-committee level

- Measure and report on player retention rates (baseline).
- Measure and report on player and volunteer (member) satisfaction (run annual survey).
- Complete and maintain club-wide volunteer skills matrix.
- Codify, consistently implement and monitor the TUFC game-day experience.
- Activate the club's guiding principles.
- Design strategies for long-term TUFC coach, player, and program pathways: MiniRoos to NPL.
- Design, test, and implement club coaching framework.
- Identify and plan four major club events.
- Consider creating volunteer coordinator role.
- Consider or confirm digital tools for volunteer rostering.
- Design volunteer recognition plan/framework.
- Tell more club stories: finalise communications/socials strategy, and plan.
- Report annually on pathways (MiniRoos to NPL).
- Regularly report progress to Board.

PILLAR - OUR FOOTBALL HOME

SECURE AND DEVELOP DEDICATED HOME GROUND FACILITIES THAT SERVE FOOTBALL AND COMMUNITY.



OBJECTIVES

- Secure a dedicated home ground and facilities under TUFC control.
- Develop a plan for a centre of excellence facility.
- Position TUFC facilities as both football hubs and community spaces.
- Ensure facilities meet the needs of coaching, training, and player development.



KEY PERFORMANCE INDICATORS

- Funding pathway identified (Government + sponsors + grants) by 2026.
- Location secured/ agreement in principle by 2027.
- Community use plan drafted with 3-5 partner organisations by 2027.
- Improved facilities include training infrastructure by 2028, e.g., lighting, gym, coaching space.



RESOURCING

- Facilities working group established.
- Engagement with ACT Government, Federal Government, and Capital Football.
- External funding expertise required (grant writer, sponsorship advisor, fundraising advisor).



KEY RESULTS

- A home of football in Tuggeranong.
- Visible, functional, and inspiring culture.



PILLAR - OUR FOOTBALL HOME

SECURE AND DEVELOP DEDICATED HOME GROUND FACILITIES THAT SERVE FOOTBALL AND COMMUNITY.

Action required at Board level

- Set up sub-committee.
- Confirm level of need for external funding/grants expertise.
- Approve collaboration approach, plans, funding pathway, engagement plan.
- Develop risk analysis for facility funding and approach.

Action required at sub-committee level

- Consider opportunities to collaborate/joint ventures with other Tuggeranong organisations who might benefit from TUFC's dedicated control of home ground and facilities.
- Set up cross-organisational working group.
- Gather requirements for coaching, training, player development, and community use.
- Create community use plan.
- Create centre of excellence plan.
- Identify and document funding pathway.
- Create engagement strategy and plan for advocacy/funding.
- Regularly report progress to Board.



PILLAR - OPERATIONAL EXCELLENCE

RUN THE CLUB WITH PROFESSIONAL GOVERNANCE, CLEAR SYSTEMS, AND CONSISTENT STANDARDS.



OBJECTIVES

- Establish governance systems that model best practice in football.
- Codify key processes, roles, and program delivery.
- Adequately resource priorities and programs.
- Empower sub-committees to deliver outcomes.
- Improve communication across the club.
- Embed consistent standards of match-day and competition delivery.
-



KEY PERFORMANCE INDICATORS

- 100% of Board and committee roles documented with responsibilities by end 2025.
- Match-day operations run consistently to documented standard by 2026.
- Quality management System in place and aligned to ISO9001 standard by the start of season 2027.
- Club-wide communication calendar in place by 2026, with >75% member satisfaction by 2027.



RESOURCING

- Governance sub-committee established.
- Volunteer role descriptions and capability and availability matrix developed and maintained.
- Potential part-time operations support (to be scoped).



KEY RESULTS

- Expertly run programs.
- Consistent experiences
- Clear governance.
- Risk register.
- Documented systems.

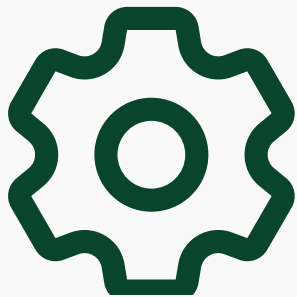


PILLAR - OPERATIONAL EXCELLENCE

RUN THE CLUB WITH PROFESSIONAL GOVERNANCE, CLEAR SYSTEMS, AND CONSISTENT STANDARDS.

Action required at Board level

- Design and implement new Board structure that empowers sub-committees (action focus).
- Set up sub-committees (including governance sub-committee) and Board reporting cadence.
- Approve governance approach.
- Oversee risk management.
- Annual governance review against best-practice football benchmarks.



Action required at sub-committee level

- Design best practice governance system/s.
- Design resource plan based on this strategy and club priorities.
- Optimise and document key processes.
- Optimise and document club roles: Board to volunteer.
- Set, document, and monitor standards of match-day and competition delivery.
- Optimise and document program delivery.
- Create risk register.
- Facilitate Quality Management System (QMS).
- Finalise communication/social media strategy and plan.
- Scope need for operations support.
- Regularly report progress to Board.

PILLAR - DIVERSIFIED INCOME

Build sustainable revenue through sponsorships, partnerships, and new income streams.



OBJECTIVES

- Build sustainable, multi-stream revenue model.
- Strengthen sponsor and partner relationships.
- Explore non-football revenue aligned with TUFC values.



KEY PERFORMANCE INDICATORS

- At least 30% of income is from diversified sources (non-fee) by 2028.
- Add 3 new Business Club members each year.
- Maintain an average of 85% retention of key sponsors each year.
- Achieve a minimum 5% annual increase in total sponsorship revenue.
- One new non-football income stream piloted by 2027.



RESOURCING

- Sponsorship & partnerships sub-committee.
- Dedicated resource to track grants and submissions (Board member/contractor).



KEY RESULTS

- Reduced reliance on registration fees and legacy donors.
- Sustainable reinvestment into football.



PILLAR - DIVERSIFIED INCOME

Build sustainable revenue through sponsorships, partnerships, and new income streams.

Action required at Board level

- Set up sub-committee/s.
- Approve revenue model, including investment plan and non-football income stream pilot.

Action required at sub-committee level

- Build revenue model, including non-football streams and investment priorities and plan.
- Create and activate plan to increase Business Club membership.
- Create/update/maintain sponsorship strategy.
- Develop sponsorship renewal/exit framework to proactively manage retention.
- Measure and report on sponsor retention rates.
- Conduct discovery on potential non-football income stream/s.
- Design pilot of new non-football income stream.
- Regularly report progress to Board.



TIMEFRAME



IMMEDIATE 0-6 MONTHS

Finalise governance structure and plans, develop volunteer strategy, action communication plan, develop coaching framework, codify game-day experience, develop vision, and commence advocacy for our Football Home.



MEDIUM TERM 6-18 MONTHS

Benchmark governance, roll out consistent match-day & coaching frameworks, secure 2026/27 sponsors, develop funding pathway for our football home, explore non-football income streams, launch annual club cultural events calendar.



LONG TERM 18-36 MONTHS

Deliver tangible progress toward TUFC home, deliver expanded women's program, reach 30% non-fee income target, cement reputation as the most powerful football club in Canberra.

CROSS-CUTTING ENABLERS

- Volunteer strategy: lifecycle approach to attract, onboard, support, and reward.
- Brand & advocacy: position TUFC as a major voice of football in the ACT.
- Communication: tell club stories, tailor channels for players, coaches, sponsors, and volunteers.
- Financial discipline: investment planning, tracking, and transparent reporting.

IMMEDIATE | 0-6 MONTHS

Finalise governance structure and plans, develop volunteer strategy, action communication plan, develop coaching framework, codify game-day experience, develop vision and commence advocacy for our football home.

POSITIVE EXPERIENCES	OUR FOOTBALL HOME	OPERATIONAL EXCELLENCE	DIVERSIFIED INCOME
AMBITION At every touch point, deliver rewarding experiences that make people proud to be part of our club.	AMBITION Secure and develop dedicated home ground facilities that serve football and community.	AMBITION Run the club with professional governance, clear systems, and consistent standards.	AMBITION Build sustainable revenue through sponsorships, partnerships, and new income streams.
KEY RESULTS - Strong recruitment and retention - Consistent club vibe - Stories worth sharing	KEY RESULTS - A "Home of Football" in Tuggeranong - Visible, functional and inspiring culture	KEY RESULTS - Expertly run programs - Consistent experiences - Clear governance - Risk register - Documented systems	KEY RESULTS - Reduced reliance on registration fees and legacy donors - Sustainable reinvestment into football
OBJECTIVES & KEY PERFORMANCE INDICATORS			
Build pride in and connection to Tuggeranong identity. - At least 4 major club events that celebrate people and culture identified for season 2026 by end of 2025. - Planning commenced on 1-2 events by end of 2025. - Levels of community connection felt by members benchmarked through annual member survey by start of season 2026. 3 stories highlighting TUFC's links with the Tuggeranong community are shared on TUFC socials before the start of season 2026.	Secure a dedicated home ground and facilities under TUFC control. - Vision for our football home developed for consultation by start of season 2026. - Advocacy plan developed, and implementation commenced by start of season 2026.	Establish governance systems that model best practice in football. Empower sub-committees to deliver outcomes. - Board and sub-committee structure finalised by end of 2025. 100% of core programs and processes documented in club operations manual by 2026. - Requirements for governance benchmarking and ISO alignment known by 2026. - Comprehensive club risk register approved and monitored quarterly from 2026. - Scope potential part-time operations support for 2026.	Build sustainable, multi-stream revenue model. Investment priorities and plan in place by mid-2026 to confirm ongoing investment into football (coach and player) development programs, technical directors and pathways.
Deliver consistent, high-quality football and volunteer experiences. - Welcoming and memorable TUFC game-day experience codified for implementation and monitoring from 2026. - Volunteer strategy in place for season 2026. - Volunteer role matrix developed for 2026.	Position TUFC facilities as both football hubs and community spaces. Commence advocacy for our football home by start of season 2026.	Codify key processes, roles and program delivery. Adequately resource priorities and programs. 100% of Board, committee and volunteer roles documented with responsibilities by end 2025 - Volunteer strategy in place for season 2026.	Strengthen sponsor and partner relationships. - Create/update/finalise sponsorship strategy by start of season 2026. - Add three new Business Club members by start of season 2026.
Invest in coaches, players, and programs to create long-term pathways. Coaching framework designed for season 2026.	Develop a plan for a Centre of Excellence facility. Determine need for external funding/grants expertise by end of 2026.	Improve communication across the club. - New website & social media approach tell our stories and mirror TUFC's visible, functional and inspiring culture by start of season 2026. - Member engagement benchmarked through annual survey by start of season 2026.	
		Embed consistent standards of match-day and competition delivery. Welcoming and memorable TUFC game-day experience codified for implementation and monitoring from 2026.	

MEDIUM TERM | 6-18 MONTHS

Benchmark governance, roll out consistent match-day and coaching frameworks, secure sponsors, develop funding pathway for our football home, explore non-football income streams, launch annual club cultural events calendar.

POSITIVE EXPERIENCES	OUR FOOTBALL HOME	OPERATIONAL EXCELLENCE	DIVERSIFIED INCOME
AMBITION At every touch point, deliver rewarding experiences that make people proud to be part of our club.	AMBITION Secure and develop dedicated home ground facilities that serve football and community.	AMBITION Run the club with professional governance, clear systems, and consistent standards.	AMBITION Build sustainable revenue through sponsorships, partnerships, and new income streams.
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OBJECTIVES & KEY PERFORMANCE INDICATORS			
Invest in coaches, players, and programs that create long-term pathways. 80% of TUFC coaches trained within club framework by 2026. - Program pathways being developed by sub-committees by end of 2026. - Women's program with clear pathway and NPL presence by 2027.	Secure a dedicated home ground and facilities under TUFC control. - Custodianship of locations secured/agreement in principle by 2027. - Funding pathway identified for development (ACT Government + sponsors + grants) by end of 2026.	Establish governance systems that model best practice in football. - Governance benchmarked against football best practice by end of 2026. - Quality management System established by end of season 2026.	Strengthen sponsorship and partner relationships. - Active sponsors across all tiered packages by end of 2026. - Add three new Business Club members by start of season 2027. - Maintain an average of 85% retention of key sponsors from season 2026 to 2027.
Build pride and connection in Tuggeranong identity. - At least 4 major club events that celebrate people and culture are held in season 2026. - At least 10 stories highlighting TUFC's links with the Tuggeranong community are shared on TUFC socials during season 2027.	Position TUFC facilities as both a football hub and a community space. - Community consultation complete by end of 2026. - Community use plan drafted with 3-5 partner organisations by start of season 2027.	Improve communication across the club. Club-wide communication calendar in place by 2026, with >75% member satisfaction in communication survey.	Explore non-football revenue aligned with TUFC values. One new non-football income stream piloted by 2027.
Deliver consistent, high-quality football and volunteer experiences. - Member satisfaction with the TUFC game-day experience >75% by end of season 2026. - Volunteer satisfaction >75% by 2027. - Volunteer retention >80% by 2027. - Visibility of Board and sub-committee member accessibility increased by end of 2026.	Ensure facilities meet the needs of coaching, training, and player development. Requirements for coaching, training, player development and community use gathered by end of season 2026.	Embed consistent standards of match-day and competition delivery. Match-day operations run consistently to documented standard by end of season 2026 as measured through audit and member feedback.	Build sustainable, multi-stream revenue model. 20% of income from diversified sources (non-fee) by end of season 2027.

LONG TERM | 18-36 MONTHS

Deliver tangible progress toward TUFC home, deliver expanded women’s program, reach 30% non-fee income target, cement reputation as the most powerful football club in Canberra.

POSITIVE EXPERIENCES	OUR FOOTBALL HOME	OPERATIONAL EXCELLENCE	DIVERSIFIED INCOME
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OBJECTIVES & KEY PERFORMANCE INDICATORS			
Deliver consistent, high-quality football and volunteer experiences. - Volunteer satisfaction consistently >75% - Volunteer retention consistently >80%.	Ensure facilities meet the needs of coaching, training, and player development. Investment in TUFC facilities to include training infrastructure (e.g., lighting, gym, coaching space) confirmed by end of 2028.	Establish governance systems that model best practice in football. Quality management System in place and aligned to ISO9001 standard by the start of season 2027.	Build sustainable, multi-stream revenue model. At least 30% of income from diversified sources (non-fee) by end of 2028.
Make TUFC game days welcoming and memorable. - Member satisfaction with the TUFC game-day experience consistently >75%. 80%+ retention rate across MiniRoos and juniors year-on-year.	Secure a dedicated home ground and facilities under TUFC control. Location secured or agreement in principle by 2027.	Improve communication across the club. - Positive sentiment analysis scores (details TBD based on measurement approach). - TUFC consulted/asked for comment/input regularly (to be defined) by local and regional media.	Strengthen sponsor and partner relationships. - Add three new Business Club members by the end of season 2028. - Maintain an average of 85% retention of key sponsors from season 2027 to 2028.
Invest in coaches, players, and programs that create long-term pathways. 80%+ retention rate across MiniRoos and juniors year-on-year. - Members report satisfaction with coaches as part of annual survey	Position TUFC facilities as both football hubs and community spaces. Community use plan approved and broadly supported by relevant community organisations by end of 2028.	Empower sub-committees to deliver outcomes. 90% sub-committee member satisfaction with level of autonomy and action afforded them by the Board by end of season 2027.	Explore non-football revenue aligned with TUFC values. - Success of new non-football income stream pilot evaluated by end of 2028. - Second new non-football income stream piloted by end of 2028.
Build pride in and connection to Tuggeranong identity. 100% subscribed club events year on year. - At least 10 stories highlighting TUFC’s links with the Tuggeranong community are shared on TUFC socials during season 2028.		Embed consistent standards of match-day and competition delivery. TUFC is invited to host all major football events in the ACT by end of season 2027.	

OUR HARD PROMISES

We will defend the South. TUFC will *always* be Tuggeranong's club, rooted in this community.

We will always prioritise our people. Players, volunteers, coaches, and families come first.

We will create a home for TUFC. A place to play, train, gather, and celebrate.

We will invest in coaches. Better coaches mean better football for everyone.

We will celebrate our volunteers. Without them, there is no TUFC.

We will build sustainably. No quick fixes, no shortcuts; everything we do strengthens the future.

We will measure and share progress. With open, transparent reporting to our members.

SUSTAINABILITY AND INCLUSION

Child Safety

TUFC is committed to implementing the National Principles for Child Safe Organisations. We take seriously our responsibility to create environments where children and young people feel safe, supported, and inspired to play football.

Sustainability

We are building TUFC for the long term, responsibly, and with pride in our Tuggeranong roots. Sustainability means we maintain discipline to ensure the club thrives financially for decades and takes environmental responsibility for how we use and manage our grounds and resources.



Diversity & Inclusion

TUFC is proud of our community's diversity. We want every player, parent, volunteer, and supporter to feel that TUFC is their home, regardless of background, gender, culture, or ability.

Connection to Country

We acknowledge the Ngunnawal people, the Traditional Custodians of the lands where TUFC members play, train, and gather. We pay our respects to Elders past and present and recognise the enduring connections of Aboriginal and Torres Strait Islander peoples to Country, community, and culture.



#DEFENDTHESOUTH

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