



# PORT MELBOURNE LIFE SAVING CLUB



**STRATEGIC PLAN** (2022-2027)  
**OPERATIONAL PLAN** (12 Months)  
**REVENUE PLAN**

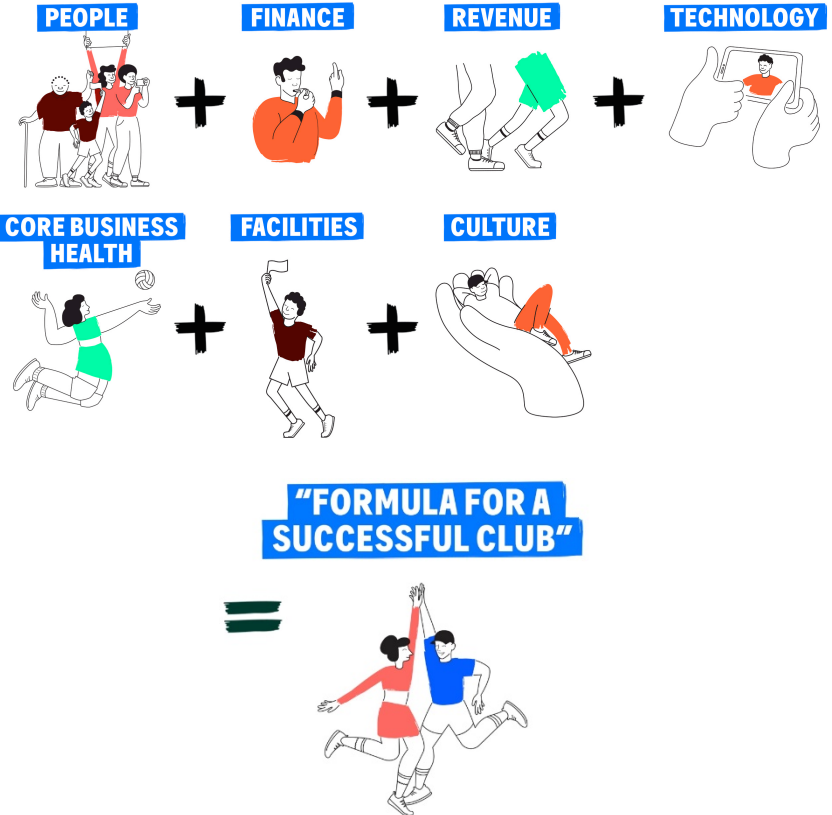
Prepared July 2022

**CLUBMAP**



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# PLANS INTRODUCTION

## CLUBMAP INTRODUCTION

CLUBMAP (formerly TD Solutions) has prepared this document, and is excited to work with the club in its journey to success and sustainability. We bring combined knowledge from decades working in professional sport, and are simplifying it for the benefit of the community grassroots level. The information and suggestions provided are based off initial club conversations, Club Health Check results and the planning workshop learnings and discussions.

## ROLE OF THESE PLANS

These plans should be shared within the community, with the aim to guide the club in a new way of thinking around the administration. The operational plan with a 12 month focus, the strategic plan with a 3-5 year focus, and a 'new aged' revenue model. The goal should be a shift towards a club structure that shares the load, a mindset of running the club more like a business, a revenue model that has a strong membership and sponsorship focus, a thriving volunteer program, and a clear strategic direction for the future.

## RESOURCES HUB

Included in our services is 12 months access to the CLUBMAP Resources Hub. Please share the logins to your committee and volunteers to help educate and develop their skills.

## SHARING YOUR PLANS

We encourage sharing your plans and club story with all members and stakeholders to help drive volunteerism, participation, membership, sponsorship and other revenue streams.

## REVIEW AND SUPPORT

It is imperative that these plans are reviewed and updated at least every 12 months. This will ensure the plans remain relevant and continue to direct the committee and club towards success and sustainability. Remember, we are here to help. You have access to CLUBMAP support for the 12 months to help implement your plans.

# CLUB MISSION, VISION & VALUES (DRAFT)

## OUR VALUES | What's important to us? What behaviours do we expect?

**RESPECTFUL** | To respect every person and organisation that we interact with and in turn, to earn the respect of others for all that we do as individuals and as a club.

**INCLUSIVE** | To be welcoming & understanding to participants, volunteers & stakeholders from diverse backgrounds. We collaborate throughout our club.

**PROUD** | To recognise and celebrate our history and to behave in a manner that reflects pride in our club and ourselves.

**PROFESSIONAL** | To be a professional organisation adhering to high standards reflected by our appearance, actions and attitude. We constantly strive for improvement and aspire to be innovative and successful while always working within the rules.

**ENJOYMENT** | To enjoy our time together, be positive in what we do and provide a family friendly environment in which to celebrate our success with all stakeholders.

## CLUB MISSION | Why we exist? What's our purpose?

The club seeks continual improvement - striving for best future facilities, closer links to community, great value for sponsor partnerships, and to provide a supportive, tolerant and inclusive environment for our participants, members, guests, administrators and volunteers to achieve their full potential, both in house & the local community.

## CLUB VISION | What do we want to be?

A destination club in the area due to our unrivalled local reputation. This reputation is based on quality programs and development, efficient management, a strong family based culture and our club's long standing commitment and contribution to the local community.





# WORKSHOP REVIEW

Workshop discussions summarised. These pillars and focus points form the basis of the plans.

## STRATEGIC PLAN

(5 year focus)

1. Life Saving Program
2. Infrastructure & facilities
3. Committee structure & succession
4. Community engagement & relationships
5. Junior participation pathway (10-25 y/o)
6. Culture & club brand

## OPERATIONAL PLAN

(12 month focus)

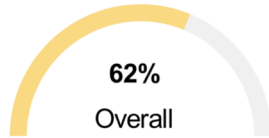
1. Review committee structure
2. Budget & financial reporting
3. Revenue growth
4. Volunteer coordinator & program
5. Online presence
6. Future fund / ASF (sub-group)

## REVENUE PLAN

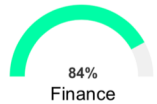
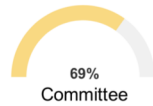
(12 month focus)

1. Membership drive
2. Grants
3. Club lotto
4. Business directory
5. ASF

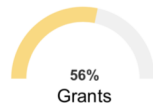
# HEALTH CHECK ASSESSMENT



## Operational Categories



## Revenue Categories



FULL CLUB HEALTH CHECK in supplementary documents.

**AUDIT RESULTS** | Goal to rise higher for next CLUBMAP Health Check in 12 months. Going from 'good to great' improvement attitude. Doing a lot right already however some low hanging fruit opportunities still available. Health Check is a subjective exercise and has no input from CLUBMAP.

**APPROX 190 PARTICIPANTS** | Great opportunity to commercialise the large participant size of the club as well as extended community. Suggestion to involve all participants in the goals and journey to the next level with the club. Aim to always grow membership numbers and market reach.

**Completed By:** Tea-Rose Passon. Peter Bellion. paul Larcher. Kate Unsworth. Olivia Webb. Ben Shaw. Robert Breen. Elina Bowron.

# STRATEGIC PLAN

(5 year focus)



PORT MELBOURNE  
LIFE SAVING CLUB

# STRATEGIC PLAN

## Long-Term Strategic Pillars – 5 Year Targeted Outcomes

LIFE SAVING PROGRAM	INFRASTRUCTURE & FACILITIES	COMMITTEE STRUCTURE & SUCCESSION	COMMUNITY ENGAGEMENT & RELATIONSHIPS	JUNIOR PARTICIPATION PATHWAY	CULTURE & CLUB BRAND
Ensure resources continue to be invested into the organisation's core business, it's why we're here.	Striving for best practice future facilities. Build it right and they will come. No idea is too big.	Ensuring committee structure is a strong focus and a succession plan for turnover in place for sustainability.	Create strong relationships, organisation presence and engagement within the extended community.	Secure the future of the organisation with a strong future participation base.	Continue to strive for a strong culture and perceived brand within the extended community.

### LIFE SAVING PROGRAM | Objective – Health and future of the core business, it's 'why we're here'

**Appoint life saving director.** A key role within the organisation, overseeing everything core business, sole focus and area of expertise.

**Invest in the core business.** Business model and structure needs to be sustainable to invest time and money in the best practice coaching and development programs.

**Quality equipment is vital.** Ensure quality equipment is available to all teams for games and training.

**Is someone currently overseeing the pathway?** Ties in with participant attraction, retention and future organisation strength.

**Player welfare** is becoming an increasing area of support that is required at community level.

**Offer up-skill courses** for all instructors and participants. Clinics for juniors run by the older members, always good for growth and relationship between age groups.

# STRATEGIC PLAN

## Long-Term Strategic Pillars – 5 Year Targeted Outcomes

### INFRASTRUCTURE & FACILITIES | Objective – Focus on the future infrastructure projects and facility development.

**Allocate a role** focusing on long-term infrastructure and facilities, in place currently. Oversees the master plan and the vision of what the organisation and facilities can look like.

Formation of a **facility sub-committee**. A small working group, bringing in key representatives who are focusing on the future projects.

If not in place, suggest to **implement a precinct or master plan**. Showing the vision for the precinct and the future projects.

**Develop concept plans** and costings to deliver key priorities inside the Master Plan to drive accordingly from a funding perspective.

**Australian Sports Foundation**. Organisation needs to register and set up fundraising campaign page with ASF. Will play important part in capital works fundraising.

**Develop a strong relationship with council**, they will be a major partner in the master plan and capital works. Squeaky wheel creates influence. Share plans with council.

**Long-term priority projects** | New facility project in 5-10 years time, look to work on plans and liaise with council.

### COMMITTEE STRUCTURE & SUCCESSION | Objective – Focus on spreading the load, and succession planning for key roles

**Club structure** | Suggest in short term applying 3 levels, remember to future proof for growth. Then structure reviewed yearly, what new gaps need filling? What roles need adding?

**Executive committee** | Must have an eye on succession. Twice a year the executive should discuss the succession plan. Would the club be okay if 1-2 key people left?

**Target future committee** | Identify people with appropriate skills for key roles. Have discussions well in advance, don't wait for AGM.

**Lines of reporting** | In a perfect world, lines of reporting should promote seamless succession planning for the future. Training and education will occur naturally.

**Understanding skill sets** | Within those keen to help, channel their skill set to appropriate roles/departments.

**Handover and formal training** | Put in place a formal handover policy. New committee/exec to have training prior to taking over role. Key to succession.

**Prioritise gaps** | Each year prioritise a few gaps in structure / roles that need filling. Full structure can take a couple of years to fill. Don't rush it.

**Educate** | Use CLUBMAP education and free webinars to up-skill volunteers within the club, use the education to make their job easier & successful.

# STRATEGIC PLAN

## Long-Term Strategic Pillars – 5 Year Targeted Outcomes

### COMMUNITY ENGAGEMENT & RELATIONSHIPS | Objective – Grow the organisation’s engagement and relationships in the greater community.

**Community engagement** and external relationships are vital to brand awareness and status within the community.

**Always look to 'sell your organisation'** at every opportunity. Your digital presence is a great platform to show off your contributions greater community.

**Identify a couple of prominent people** to be the face of the organisation when promoting online. President, life member etc.

**Identify another community program** or charity the organisation can align itself with, a cause to support. Raising money for others makes a real difference and is great PR.

**How is the relationships** with prominent individuals and external groups? Council, councillors, mayor, state and federal members, local business owners, local schools.

**Prominent individuals** should be invited to visit at least once a year, show off your organisation and a great way to network. Non-sponsoring businesses will see the opportunity.

**Growing market reach** should always be a goal. Following on social media and database of past and present creates a great marketing tool for the organisation.

### JUNIOR PATHWAY PROGRAM | Objective – Focus on the future of the core business.

**Continue to focus on the pathway** ensuring long-term participation growth for the future. Future strength relies on recruitment and retention.

**How is the connection and relationship** between junior and senior participants?

**Strong productive relationships** between junior and senior arms of the organisation are vital.

The **transition from being a junior member to a senior member** requires focus and attention - Suggest life saving director and nippers coordinator to oversee.

In the pressure age groups 10-15yo, what else can be done to recruit and retain?

**Suggest implementing blueprint documents** or pathway policies to so that a number of initiatives are ticked off yearly ensuring engagement between seniors and juniors.

**Create a truly family friendly, diverse and safe environment.** Families will be turned away by unsociable behaviours.

# STRATEGIC PLAN

## Long-Term Strategic Pillars – 5 Year Targeted Outcomes

### CULTURE & CLUB BRAND | Objective – Strong culture and external perceptions vital for recruitment and retention

**Organisation culture** relates back to all members and community adhering to values at all time. Starts with leadership.

How does the organisation deal with **issues and grievances**? Suggest someone overseeing and policies put in place to create consistency.

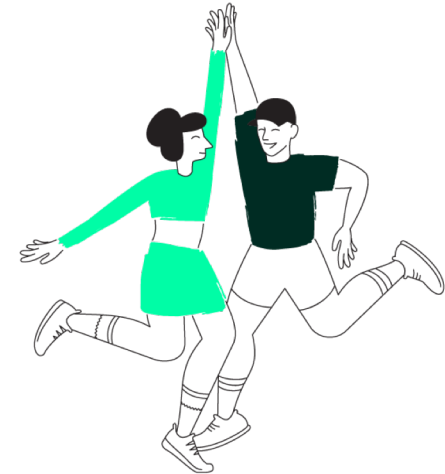
**Ensure values** are front and centre at all times. Drives the behaviours that we highlight and reward.

Focus on **maximising the diversity** across the leadership. Genuine representation on the committee required.

Encourage all players and families that they must buy-in to the community.

**Good Sports is** a great program for culture and well-being. Registration is a must for the organisation.

Promote the **family-friendly environment** and strong relationships between junior and senior participants.







# OPERATIONAL PLAN

(12 month focus)



PORT MELBOURNE  
LIFE SAVING CLUB

# OPERATIONAL PLAN

Short-Term Operational Focus – 12 Month Targeted Outcomes

<p><b>REVIEW COMMITTEE STRUCTURE</b></p>	<p><b>ORGANISATION BUDGET &amp; FINANCIAL REPORTING</b></p>	<p><b>IMPLEMENT NEW REVENUE STREAMS</b></p>	<p><b>VOLUNTEER COORDINATOR &amp; PROGRAM</b></p>	<p><b>IMPROVE ONLINE PRESENCE</b></p>	<p><b>FUTURE FUND</b></p>
<p>Priority focus to get the right structure for the club, being set up to spread the load.</p>	<p>Introduce stronger financial reporting, offering greater transparency and accountability.</p>	<p>Move towards a new-age revenue model, generating revenue online and year round.</p>	<p>Identify someone to coordinate the volunteers, and oversee the volunteer program.</p>	<p>Foster a strong digital presence through a professional website and engaging social media platforms.</p>	<p>Begin working on a future fund – utilising a small working group focused on projects</p>

## REVIEW COMMITTEE STRUCTURE | Objective – Share the load, spend the time to get the structure right

**Identify right structure for the club** | Understanding of all roles and positions to spread the load, develop into structure / org chart for the club.

**Introduce 3 levels** | Key step to sharing the load and encouraging more volunteers. Commitment level has to match role.

**Executive committee** | Or board, is their role to oversee, make decisions and provide strategic direction.

**Committee positions** | Report to executive of their area, have a portfolio and a role to play. Can help out elsewhere, but oversee max two positions.

**Non-committee roles** | Remaining positions, don't need / want to be on committee but happy to help. Roles to be managed and overseen by committee.

**Develop position descriptions** | For all roles within the club. Aids in recruitment to have a full understanding of role and responsibility.

**Prioritise gaps** | Once structure is decided, pencil names next to current roles then prioritise 3-5 roles to fill in 2022.

**Full structure** | doesn't need to be filled overnight – can take a couple of years, key is to prioritise each year.

# OPERATIONAL PLAN

## Short-Term Operational Focus – 12 Month Targeted Outcomes

### ORGANISATION BUDGET & FINANCIAL REPORTING | Objective – Running more like a business, tracking revenue and forecasting.

**Suggest organisation financial reports** are expanded to provide clarity of current position, then forecast and track revenue for committee.

**Budget a priority** if not in place currently. Every sporting organisation regardless of size should have a budget in place.

**Treasurer** and president to sign off on budget and present to committee. Key role of the treasurer is to tell the organisation where they will finish. Budget then forecast.

**Accounting software** - If not used, suggest implementing asap. Will make reporting life significantly easier. Produce 3 reports monthly.

**Report No 1** | P & L with monthly forecasting. Departmental reporting, very important (refer sample forecasting model in Resources Hub)

**Report No 2** | Exception reporting. Very important. What have been the movements (positive and negative) for the month?

**Report No 3** | Revenue summary. 1 page report summarising all revenue streams. Soft accountability, putting names next to streams.

### IMPLEMENT NEW REVENUE STREAMS | Objective – Shift revenue model away from traditional model.

**Audit current revenue streams.** What is working well, what isn't worth the effort? Move away from anything taking 100 hours to raise \$1000.

**Suggest to do two fundraisers well,** generating five figures, and put more resources into memberships and sponsorships. Greater flow on and profit margin.

**Minimise low ROI initiatives** and alcohol fueled functions as fundraisers. Social functions should be fun community events, not a cash grab.

**Move your fundraising and revenue streams online,** and generate revenue out of season.

**Assign responsibility,** and no one looking after more than two revenue streams. Do them well, and share the load.

**Get the structure right for revenue.** Have an executive overseeing revenue, sole focus and expertise. Not the treasurer, different role and skill set.

**Track revenue,** put people's names next to the lines on the budget and set targets.

# OPERATIONAL PLAN

## Short-Term Operational Focus – 12 Month Targeted Outcomes

### VOLUNTEER COORDINATOR & PROGRAM | Objective – Strengthen your greatest asset, volunteers

**Appoint volunteer coordinator** | Key role overseeing volunteers. Only role for the year, great ‘asker’, well respected and clear understanding of all roles.

**Club structure** | Volunteer coordinator to have full understanding of roles, and what skill sets required to fill them.

**Position descriptions** | Work with executive to ensure position descriptions are up-to-date and match club structure.

**Develop volunteer policies** | For all aspects of volunteers, often overlooked. Prospecting, recruitment, retaining and rewarding volunteers.

**4 pieces to recruitment puzzle** | Volunteer coordinator to oversee, use the tools available including the structure, CLUBMAP education & over 55’s Jobseeker opportunity.

**Centrelink support** | Jobseeker is a terrific opportunity for those over 55 and meet criteria. Terrific initiative, clubs can have more than 1 person. \$14.2K per annum.

**Create succession** | Newer volunteers and committee members working with long term executives & committee members for training and education.

**Education of volunteers** | Direct volunteers to CLUBMAP Webinars and education portal. Different topic each week – see website for more information.

### IMPROVE DIGITAL PRESENCE | Objective – Often the first place prospective sponsors and members will go.

**Social media** is greatly under utilised by many organisations. Ensure branding is professional and content is engaging.

**Identify a person to oversee** social media and website, can be two roles for bigger organisations.

**Grow social media following** with engaging content, ask members to invite others to follow your page. A strong following is a commercial asset.

Does the organisation have a **professional responsive website**? Does it have good information? Has it been commercialised with a store for merch, apparel and memberships?

**Use multiple social media platforms.** Particularly for organisations with a broad age demographic. Different platforms have different target markets.

# OPERATIONAL PLAN

## Short-Term Operational Focus – 12 Month Targeted Outcomes

### FUTURE FUND | Objective – Begin working on a future fund, utilising a small working group focused on major projects

**Assign someone** to oversee, and form a small working group to focus solely on the major funding opportunities.

**Investigate the Surf Life Saving Foundation** as an option for tax deductible donations. Our understanding is that it goes to SLS Australia to distribute, not individual clubs?

If it is individual clubs, then definitely set up a 'donations page' on the website, with all donations going straight to the future fund.

Look to set up a recognition page, honouring certain levels of donation.

**Register the organisation with the ASF.** Process is very easy and they are there to help set things up for you. Could be a great back up for individual smaller programs and projects.

**Liaise with the ASF** and develop a fundraising page for your campaign. Funds can be allocated to anything benefiting the club. ASF can be great for periodic gifting programs.

**Set a fundraising target**, and market the organisation's campaign effectively.

Investigate other philanthropic avenues, CLUBMAP can steer in the right directions here.





# REVENUE PLAN

(12 month focus)



PORT MELBOURNE  
LIFE SAVING CLUB



**CLUBMAP**

# REVENUE MODEL

A **professional** sporting club model, **simplified** for community sport

Revenue streams that fall under these **4 pillars**

## MEMBERSHIP

Supporter Memberships  
Participant Registrations

## GAME DAY

Gate Takings  
Competition Entries  
Canteen & BBQ Profit Margin  
Bar Profit Margin

## SPONSORSHIP

5-8 Key Branding Assets  
Community Business Directory  
New-Age Digital Assets  
iSponsor

## OTHER REVENUE

Australian Sports Foundation  
Small Grants  
Event Tickets  
Maximise Fixture  
5 Figure Large Fundraiser  
4 Figure Online Fundraiser

For a **sustainable revenue model**:

\$20-75K turnover	3-4 of these 'well'
\$75-120K turnover	4-6 'well'
\$120-200K turnover	6-8 'well'
\$200-300K turnover	8-10 'well'
\$300K+ turnover	10+ 'well'



# REVENUE PLAN

Short-Term Revenue Focus – 12 Month Targeted Outcomes From New Initiatives

PHILANTHROPIC PROGRAM	BEQUESTING PROGRAM	DIGITAL SPONSORSHIP ASSETS	GRANTS PROGRAM	ISPONSOR
Other Revenue Pillar	Other Revenue Pillar	Sponsorship Revenue Pillar	Other Revenue Pillar	Sponsorship Revenue Pillar
Introduce philanthropic donations for the club, utilising SLS foundation or the ASF.	Set up a one-page bequest form where people can leave a % of their estate to the club.	Increase new-age sponsorship offerings by commercialising digital assets.	Increase applications for grant funding for the organisation.	Create a passive income for the organisation 12 months of the year.
<b>\$50,000+</b>	<b>\$61,000</b> (average charity donation)	<b>\$15,000</b>	<b>\$20,000</b>	<b>\$5,000</b>



Total potential new revenue from initiatives selected = \$90k +



# REVENUE PLAN

## Short-Term Revenue Focus – 12 Month Targeted Outcomes

### ISPONSOR | Objective – Create a year round passive income for the club

**Assign someone to oversee** iSponsor

**Register the organisation** with iSponsor and they will provide marketing materials.

**Promote within the whole community**, get everyone to register and connect a card and use the app to shop.

**Will grow over time**, make sure you always remind people of the initiative. Will create a passive income on everyday purchases.

### GRANTS PROGRAM | Objective – Increase applications for grant funding for the organisation

**Assign someone to oversee** the organisation's grants program.

**Set a target** to increase grant applications in the next 12 months.

**Suggest engaging with a grant writer** to alert and apply for grants. Grant Professionals keep a % based on success only.

**Develop a list of upgrades and equipment** etc that the organisation could seek grant funding for. Explore GrantGuru.com.au and thegrantsub.com.au for more grants

### DIGITAL SPONSORSHIP ASSETS | Objective – Increase new-age sponsorship offerings by commercialising digital assets.

**Executive and sponsorship manager** to review what digital assets the organisation has available.

Digital scoreboard, social media, database, website are **all great examples of valuable digital assets**.

**Where do people spend their time?** creates the value. Flash animation on the scoreboard, strong social media following, traffic through organisation website.

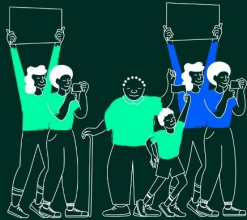
**Assign prices to the assets** and sell them individually. Explore how you can offer more value to current sponsors through digital assets.



## PARTICIPANTS & MEMBERS



## CLOSE CONTACTS



## DATABASE & EXTENDED SUPPORT



## SOCIAL MEDIA ORGANIC REACH

# DEPTH OF YOUR CLUB'S REACH



Participants	190
Database	874
Social Media	2271

<b>Total Market</b>	
Participants x3	480
+ Database & Socials	3145

**Total = 3625**

# DRAFT SUGGESTED STRUCTURE

Replace titles and roles as your club sees fit. 3 tiered structure is the key to sharing the load.

