



2020-2024

# Strategic Framework



# 2020-2024 Strategic Framework

## Overview

### Our purpose – this is why we're here

We're here to provide participants with a safe, supportive and inclusive environment which develops, promotes and encourages participation in sports

### Our vision – this is where we want to get to

We want to improve the health and wellbeing participants  
We want participants to create friendships and lifelong connections with the community

### Participants – they're at the heart of why we're here

### Enablers – this is what we need

The facilities

The funding

The governance

The volunteers and  
members

The community

### Our values – this is how we behave

#### Excellence

Delivering leadership  
excellence for the benefit of  
participants

#### Inclusiveness

Creating and maintaining a  
welcoming and inclusive  
culture that respects diverse  
traditions, heritages and  
experiences

#### Engagement

Engaging meaningfully with  
members, sponsors, key  
stakeholders and the  
community

#### Unity

The committee, sports  
sections, members, sponsors,  
key stakeholders and the  
community working together  
for the best outcomes for  
participants



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## Participants - they're at the heart why we're here

### Key goals

1. **Grow:** Provide access to community sport for as many participants as possible – more participants, more often, engaging and enjoying sport
2. **Diversity:** Provide opportunities for more participants from a broader cross-section of the community – more girls and women and more participants from ethnically diverse, variable ability and disadvantaged backgrounds
3. **Interact:** Provide opportunities for participants to regularly engage in a range of sports and social interaction
4. **Develop:** Provide clear pathways to participants to support individual development and retention

### Key actions

1. Develop and implement a common participant recruitment policy
2. Develop and implement consistent reporting on participant registration, retention and transition between sports sections
3. Develop and implement pathway programs for new participants, high-performing participants and participants transitioning from junior to senior sports sections
4. Develop and implement development programs for participants to train in coaching, umpiring and scoring
5. Investigate including new sports codes and offering new sports



# 2020-2024 Strategic Framework

## Enablers – this is what we need

### The facilities

#### Key goals

1. Ensure the facilities are safe and fit for purpose
2. Ensure the facilities operate to their full potential
3. Ensure the clubrooms are the hub of all sports wherever possible
4. Ensure the facilities are sufficient to meet the needs of future growth in participants
5. Work with other sports clubs within Albert Park Reserve to pursue common goals and support the development of community sporting facilities within Albert Park Reserve

#### Key actions

1. Implement professional facilities management
2. Investigate obtaining access to additional and nearby ovals and spaces
3. Investigate the feasibility of additional capital improvements to the clubrooms for fixed outdoor BBQ, gym and rehab facilities



# 2020-2024 Strategic Framework

## Enablers – this is what we need

### The funding

#### Key goals

1. Operate prudently and build cash reserves
2. Ensure funding is sufficient to meet key goals
3. Maximise revenue from all channels, including sponsorships, clubrooms, grants, funding and donations
4. Maximise investment by key stakeholders in community sporting facilities within Albert Park Reserves

#### Key actions

1. Continue to assess funding for specific projects based on a funding plan prepared by a funding proposer
2. Develop and implement a sponsorship proposal and annual sponsorship plan
3. Scope and report on possible additional funding sources
4. Work with other sports clubs within Albert Park Reserve to jointly encourage investment by key stakeholders in community sporting facilities within Albert Park Reserve



# 2020-2024 Strategic Framework

## Enablers – this is what we need

### The governance

#### Key goals

1. Operate legally, efficiently and prudently
2. Better leverage the knowledge, skills and resources of members and the community to drive efficiencies and innovation and improve the sporting experience for participants

#### Key actions

1. Review and update the strategic framework annually
2. Develop and implement annual operating plans based on the strategic framework
3. Develop and implement annual budgets based on the annual operating plans
4. Develop and implement consistent reporting and compliance systems
5. Develop and implement a common risk management framework and policies and procedures
6. Improve knowledge retention and information sharing
7. Better draw on members and the community to utilise their professional skills and join the management committee, sports sections and project-specific working groups



# 2020-2024 Strategic Framework

## Enablers – this is what we need

### The volunteers and members

#### Key goals

1. Ensure volunteers are sufficient to meet the needs of future growth in participation
2. Ensure volunteers are adequately empowered through training and support to maximise the development of participants
3. Create opportunities for members to become involved in the sports and support the club
4. Create opportunities for members to feel part of the club and enjoy being around the club

#### Key actions

1. Develop and implement development programs for volunteers to train in coaching, umpiring and scoring
2. Improve and further develop website and social media content
3. Develop and implement clear and consistent communications to members through the website, e-newsletters, sports section e-mails and social media
4. Grow new and enrich existing social activities within each sports section and across sports sections



# 2020-2024 Strategic Framework

## Enablers – this is what we need

### The community

#### Key goals

1. Better utilize the website and social media to attract sponsorship and support
2. Grow stronger relationships with key stakeholders
3. Develop and build relationships with other stakeholders
4. Develop and build relationships with other sports clubs within Albert Park Reserve and the City of Port Phillip

#### Key actions

1. Improve and further develop website and social medial content
2. Develop and implement an annual sponsorship engagement plan
3. Develop and implement an annual key stakeholder and other stakeholder engagement plan
4. Develop and share contact details of key stakeholders and other stakeholders
5. Develop links with other sports clubs within Albert Park Reserve and the City of Port Phillip to pursue common goals





# 2020-2024 Strategic Framework

## Terms – this is what we mean

| Term               | Meaning   |
|--------------------|---|
| Clubrooms          | The Clarke Shields Pavilion, including canteen  |
| Community          | The people who live, play or work within the City of Port Phillip, including Albert Park Reserve      |
| Facilities         | The clubrooms and ovals and other spaces used by participants to engage with the sports               |
| Key stakeholders   | Parks Victoria, City of Port Phillip, Department of Sport and Recreation and affiliated sports bodies |
| Members            | The participants, parents and supporters of participants  |
| Other stakeholders | The local councillors, local state MPS, local federal MP and Grand Prix Corporation                   |
| Participants       | The members registered to participate in the sports   |



# 2020-2024 Strategic Framework

## Terms – this is what we mean

| Term            | Meaning  |
|-----------------|--|
| Sponsors        | the businesses within the community who provide funding in return for the promotion of their businesses and brand to members in communications and at events                 |
| Sports sections | the 7 sports sections which run the sports for participants, being Auskick, junior footy, senior footy, cricket blast, junior cricket, little athletics and senior athletics |
| Volunteers      | the members who volunteer their time to run the club and the sports  |



# 2020-2024 Strategic Framework

## Background

### Key facts

1. We're an incorporated association, registered in 1990 with the purpose of promoting and encouraging sport in the community
2. We operate from the Clark Shields Pavilion in Albert Park Reserve and use nearby ovals and other spaces within Albert Park Reserve and the City Of Port Phillip through partnerships, which we provide to each sports section for use
3. We're reliant on volunteers to run the sports and the club, and members, sponsors and the community for funding and key stakeholders for support
4. Currently, we have 7 sports sections – Auskick, junior footy, senior footy, cricket blast, junior cricket, little athletics and senior athletics – operating across 3 sports codes – footy, cricket and athletics. Each sport is affiliated with a district league or association and competes with other district teams. Senior footy (1912) and senior athletics (1936) have long been party of the South Melbourne sporting landscape
5. Membership is made up of participants – junior and senior – and supporters – including parents of junior players. Management is made up of a president, vice-president, secretary, treasurer and a representative of each sports section
6. While each sports section organizes their own sport and develops and implements their own operating plan and budget, there's huge potential to better leverage the knowledge, skills, resources and spirit of members and the community to drive efficiencies and improve the sporting experience for participants



# 2020-2024 Strategic Framework

## Background

### Key stats

| Sports section   | Participants | Divisions/Teams | Budget    | Affiliation   |
|------------------|--------------|-----------------|-----------|---|
| Auskick          | 350          | 1               | \$40,000  | AFL   |
| Junior footy     | 400          | 22              | \$150,000 | South District Football League Metro Junior Football League |
| Senior footy     | 230          | 6               | \$80,000  | Victorian Amateur Football Association                      |
| Cricket blast    | 100          | 2               | \$40,000  | Cricket Australia   |
| Junior cricket   | 120          | 14              | \$20,000  | South East Cricket Association                              |
| Little athletics | 200          | 1               | \$50,000  | Little Athletics Victoria                                   |
| Senior athletics | 65           | 1               | \$25,000  | Athletics Victoria  |