



MORWELL FOOTBALL NETBALL CLUB

"DRAFT" STRATEGIC PLAN "2019-2023" - 5 YEARS

STRATEGIC PLAN NAME: **5 - 1 - 1 - 400** (Equals 5 years - 1 A Grade Netball and 1 Senior Football Premierships PLUS 400 financial members by 2023)

PRIMARY OBSERVATIONS FROM FACE TO FACE WORK-SHOP

CLUBS HISTORY - Club founded in 1905, part of the Gippsland Football League - 14 football premierships (last 2013 and 2014) and A Grade Netball 2014

WORKSHOP SESSION HELD THURSDAY 8TH NOVEMBER 2018 approx. 25+ people in attendance at the Workshop. Really productive energy in the room. Theme of "wanting to raise the bar" prominent.

TEAM COMPOSITION - Netball Under 13, 15, 17, A, B and C. Senior Football - 4 teams 1s, 2s, 18's & 16's.

ENTITY STRUCTURE - Senior Football & Netball are 1 entity. Junior club a separate entity. No women's footy.

TDS SURVEY COMPLETED BY - Michael Henderson, Vanessa Couling, Paul Spagnolo, Jeffrey Speirs, Claire Allison, Brendan Blackshaw and Gary Tatterson.

PORTFOLIOS - need to be allocated amongst the committee "Sharing the Load" - need several key people added to the model (identify and fill gaps)

CORE GROUP - Appear to have a terrific group of people involved in the Club. Strong emphasis on the Committee Structure model put forward.

SYNERGY - RELATIONSHIPS - Appears relationship between Football and Netball Club very positive.

KEY FINANCIALS - Turnover \$350k, Sponsorship \$70k, Membership \$30k, Fundraising \$10k. Require an additional \$50-\$75k in 2019 season to meet full obligations

PRESSURE POINTS IDENTIFIED FOR THE CLUB

VOLUNTEERS - Getting enough volunteers without having to rely on and burn out the same small core of dependables. Handful of people doing majority work.

BUSINESS SUSTAINABILITY - Requires new business thinking around the place to commercialise the model. Traditional model needs revitalising.

SENIOR FOOTBALL - Enhancement of culture with new coach (Dennis Knight - outstanding appointment) - players being prepared to increase what is given back to the lower levels of the club. Flow on effects - Player retention.

SPONSOR AND MEMBER RETENTION - Attracting, meeting expectations and retaining sponsors and members for the long-term

HEALTH RESULTS

1 - GOVERNANCE 64%	2 - FINANCE 66%	3 - MEMBERSHIP 55%	4 - CAPITAL GRANTS 70%	5 - DIGITAL 51%	10 KEY AREAS OF OFF-FIELD ADMIN (Each score out of 100) - Traffic Light System
6 - VOLUNTEERS 45%	7 - SPONSORSHIP 52%	8 - FUNDRAISING 43%	9 - FUND-SAVING 59%	10 - CLUB TO NEXT LEVEL 64%	
VOLUNTEERS	REVENUE	COACHING	SUCCESSION PLANNING	EXEC SKILL-SETS	

OVERALL HEALTH
58%

6 BIGGEST SHORT-TERM CHALLENGES IDENTIFIED BY THE CLUB IN THE SURVEY

STRATEGIC PLAN 1 YEAR AND 5 YEAR OBJECTIVES

STRATEGIC PILLARS (Long-term 3-5 years) - How we get there?

BUSINESS SUSTAINABILITY	INTEGRATION	COMMUNITY ENGAGEMENT / CULTURE	FOOTBALL PROGRAM	NETWORKING / COTERIE MODEL	FULL/PART TIME ASSISTANCE
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5 YEAR TARGETED OUTCOMES (2019-2023)

BUSINESS SUSTAINABILITY

Develop a detailed **LONG-TERM BUDGET** (line by line) add say 4 new income streams raising \$75-100 Yr 1 increasing \$200+k p/a by Yr 5.

IN-ROADS - Build on terrific work achieved to date with current business model. Turnover \$500k. Refer final page for summary of these revenue initiatives.

TARGET 500 FINANCIAL MEMBERS BY 2023 (Membership is the Life Blood of Clubs - opportunity not maximised (needs focus from MFNC) - requires people dedicated to the concept. An absolute must. Year 1 - Target 150 (already 50 in place, Year 2 - 225, Year 3 - 300, Year 4 - 350 and Year 4 - 400. Build 3-4 packages.

FINANCIAL REPORTING - Essential "FORECASTING MODEL". Other few small tips - setting targets for each revenue stream, tracking margins - food, beverages, apparel etc.

MAX 2 REVENUE STREAMS - No person to be in charge of > 2 revenue streams. Strong planning and budgeting required. Don't have to be on the Committee to help.

INTEGRATION - SENIOR & NETBALL + ALL KEY STAKEHOLDERS

INTEGRATION - Continue to focus on relationship between junior (Under 18s and 16's), senior teams across football and netball - including committee, coaches, parents and players.

ANNUAL EVENT - Bring in groups together (e.g. Mid-year ball / Goods Service auction perhaps). Build on the marriage / partnership between all related parties.

OTHER KEY STAKEHOLDERS - Develop strong relationships key stakeholder e.g. Council / Corporate Partners and people of influence in the area.

EXAMPLE OF AN EVENT TO HELP INTEGRATION - for example: Hall of Fame - acknowledging Coaches, Players, Administrators (POWERFUL NIGHT - assist bringing Club together + major fundraiser)

COMMUNITY ENGAGEMENT AND CULTURE

COMMUNITY PROGRAM - Identify one Community program the Club can align itself with. Identify a cause to support. Have in place say 2020-2021 inside 5 year term. BCNA already into its 7 year

CULTURE - Work on enhancing positive perception of the club, family based with a junior focus on pathway. Setting behavioural standards.

COACH AND PLAYING GROUP BUY-IN - What can the coach and players do for the club? Needs coach / leadership group buy-in to be successful. For example player make-over fundraiser x 2 (can raise \$5k for the Club say Feb each year). 2nd example picking up the rubbish after a home game (great message to send to the members / community) - sounds a bit extreme but can have a huge positive impact for the club.

PLAYER INVESTMENT INTO CLUB - Enhancement in culture required in terms of players investing time back to the lower levels. Flow on effects - Junior Player retention

SOCIAL MEDIA - Use social media to promote good news stories. This will assist in enhancing the brand of the club in the area / region.

FOOTBALL / NETBALL PROGRAM

INVEST IN CORE BUSINESS - Invest in Football / Netball programs. Business model needs to be sustainable to support the level of investment required to have competitive football and netball teams. Develop business model that has the ability to pay 90-95% of the Gippsland Salary Cap of \$140-\$150k. 2018 we were well below this figure and still had a \$k loss

5 YEARS CONSISTENT TOP 4 - Minimum Top 4 to then put both football and netball in the frame of winning a premierships.

IMPORTANCE OF COACHING - Ensure strong coaching in football/netball. Strong coaching critical. No short-cuts here. Provide pathway - players to reach full potential.

PATHWAY - Invest into player retention, strong coaching & support.

PLAYER INVESTMENT INTO CLUB - Change of culture required in terms of players investing time back to the lower levels of the club. Flow on effects e.g.: Player retention

EQUALITY FOR THE NETBALLERS - Focus on improved quality for Netballers in relation to pay scale for coaches, volunteer requirements and general acceptance

NETWORKING / COTERIE GROUPS

2019 SPONSORS - Morwell FC - sponsorship approx \$70k. Re-modelling of Sponsorship offering raised and to be implemented for 2019. Research into a long-term COTERIE model required.

PARTNERS / SPONSORS - Educate MFNC how to maximise this Coterie opportunity - enhances attracting, retaining - a MODEL that could work well in this region.

STRONG 5 FIGURE SUM - YES / NO / MAYBE? Right model could generate IF implemented accordingly. Australian Sports Foundation (ASF) can play a pivotal role here.

ENHANCES SUSTAINABLE BUSINESS MODEL - Terrific opportunity of developing a LONG-TERM Model for the respective Groups linked to the Club.

PART TIME ASSISTANCE (CLUB FUNDED / NEWSTART ALLOWANCE)

MEDIUM SIZED BUSINESS - Current t/over \$350k+ - create stronger business model where you consider a part time GM in place later in this 5 year term. Right person will pay their way.

CENTRELINK SUPPORT - Is a terrific idea for those over 55 (not working and too young for the pension age). Terrific initiative for both club & suitable individuals

EXTENDS LIFE SPAN VOLUNTEERS - Identify right people who will / could make a significant difference to the organisation

IDENTIFY TALENT - to fulfil roles identified in proposed Committee Structure model (this is your future - spend the time to get it right)

OPERATIONAL FOCUS TOP 6 (Short-term 12 months) - What we need to do?

EXEC SKILL-SET	BUDGET / PROFIT FORECASTING	REVENUE GENERATION	VOLUNTEERS / PLANNING DAY	MEMBERSHIPS / DATABASE	COMMUNICATION / SOCIAL MEDIA / DIGITAL
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EXECUTIVE COMMITTEE STRUCTURE - RANGE OF SKILL-SETS

Use **COMMITTEE STRUCTURE** as a guide as per template provided - currently majority of decisions needed to be clearer and transparent from executive level.

EXEC COMMITTEE x 6 (red boxes), **NON-EXEC COMMITTEE** x 9 (green boxes) - as per sample STRUCTURE provided

Appointment of the **VOLUNTEER CO-ORDINATOR** is critical - this person to be the TDS Champion (Ensure program stays on track)

You don't have to be on the committee to help. Need to get better at asking people to help around the club (PD's provided in Filing cabinet)

EXECUTIVE APPOINTMENT - "REVENUE" Finding an Executive (1 of the 6) overseeing the Clubs Revenue streams.

CLUB BUDGET / FORECASTING (3 FINANCIAL REPORTS FOR THE COMMITTEE - ALL 1 PAGE)

2019 BUDGET - to be signed off by the COMMITTEE and shared with the full committee by Dec '18 (considering new initiatives from TDS session)

REPORT NO 1 - P & L MONTHLY FORECASTING - very important (refer sample forecasting model in TDS filing cabinet library)

REPORT NO 2 - Exception reporting is very important. **REPORT NO 3** - 1 page report summarising all revenue streams. So in summary the committee sees 3 x 1 page reports all that is needed for the Committee on a monthly basis.

REVENUE GENERATION

INITIATIVE NO 1 - BUSINESS DIRECTORY - Refer sample template in TDS filing cabinet (say 4 price points \$250, \$500, \$750, \$1k) - target \$25k for 2019

12 MONTH TARGETED OUTCOMES 2019

INITIATIVE NO 2 - ELECTRONIC SCOREBOARD create 20 spots for the season (keep 5 for the majors) and sell 15 spots @ \$1k for the entire season = \$15K. Refer sample TDS filing cabinet. 2 TDS videos specifically educating Clubs how to maximise revenue from this avenue. Rotate 1/4, half, 3/4 and between games and full season (including Sundays for junior matches)

INITIATIVE NO 3 - GOODS SERVICE AUCTION - Explore GS Auction (find 1-2 people to source items) - target \$20k (2 samples GS catalogue in filing cabinet) for 2019

Register with ASF to secure tax deductible donations. Refer 3 Videos from CEO ASF - explaining this concept. A must have. Can enhance donation level if utilised properly.

SPONSORSHIP / PARTNERSHIPS - Watch TDS education on how to grow your SPONSORSHIP / PARTNERSHIP revenue. Audit of sponsorship assets required. Refer Sample templates.

INITIATIVE NO 4 - GRANTS - Club could generate an additional \$10k+ per annum with focus on grant opportunities. Increased focus on Grants required. An extra \$10-\$20k available - don't budget for it but set a target and treat it as cream on the top. Maximise the use of Rob P from Grant Professionals.

SHARING THE REVENUE LOAD - No person in charge of more than 2 Income streams - Share the Load - All revenue items must be budgeted for and a nominated person to drive.

VOLUNTEERS / PLANNING DAY

LIST OF 50 JOBS as per TDS filing cabinet (no one has > 2 jobs) - work with Committee to allocate the jobs. (need a VOLUNTEER CO-ORDINATOR to ASK - refer PD for this role).

STRUCTURE GAPS - M'ships, Coterie- Networking Group? / Business Directory (Sample in filing cabinet), Newsletter, Database, Social Calendar. Identify the "DOERS".

Lock in **PLANNING DAY** post season. On same day set BUDGET in place.

KEY THEMES- no one in charge of more than 2 jobs or 2 revenue streams ("Share the Load") - Don't have to be on the committee to help!

EDUCATE UP-SKILL EXECUTIVE - (160+ videos and 90 templates) - provide PD's so people are clear on their role - refer Filing cabinet for examples - Share Logins.

MEMBERSHIP

2019 - **TARGET 100 "NEW" FINANCIAL MEMBERS** - @ say \$100 = (Dec'18 -Mar'19) - DATABASE focus required. Flow on impacts significant. Great opportunity.

MEMBERSHIP SUB-COMMITTEE - 2 to 3 people in charge of growing financial members outside of the current 50 in place for 2018.

HOW TO DO IT? Review Membership packages (4 -5 is enough). Needs to be called up on the phone / face to face - not email? Refer sample membership card in filing cabinet.

Regular Communication with the members important to enhance Member retention -

COMMUNICATION / SOCIAL MEDIA / DIGITAL

GREAT OPPORTUNITY - For Clubs - not maximised. It is free. Market your Club.

SOCIAL MEDIA / DIGITAL - Use Social media to promote good news stories / develop key stakeholder relationships

RECOGNISING PAST - Very important. Acknowledgement Life Members (rarely done) / Volunteers acknowledged via Social media. Ensure covered appropriately.

ADDITIONAL AREAS OF FOCUS

These 6 points below (listed 7-12) identified as low scores as part of the on-line health survey.

OPERATIONAL PRIORITIES 7-12

- SUCCESSION PLANNING
- COMMITTEE SETTING PRICES FOR ALL INCOME
- LEVEL OF FUNDRAISING BEING GENERATED
- OUT OF SEASON FUNDRAISING
- MAXIMISING AUSTRALIAN SPORTS FOUNDATION
- AUDIT OF SPONSORSHIP ASSETS

MISSION
Why we exist? What's our purpose for being? What would be missing if we did not exist?

EXAMPLE ONLY - The Morwell Football Netball Club seeks continual improvement:- striving for better facilities, closer links to our community, more value for our sponsors, and to provide a supportive, tolerant and inclusive environment for our players, coaches, administrators and volunteers to achieve their full potential, both in our Club and the local community.

VALUES
What's important to us? What behaviours do we wish for? What will we reward?

- | 1. RESPECTFUL | 2. INCLUSIVE | 3. PROUD | 4. PROFESSIONAL | 5. FUN LOVING |
|--|---|---|--|--|
| 1. RESPECTFUL :- To respect every person and organisation, (both internally and externally) that we interact with and in turn, to earn the respect of others for all that we do as individuals and as a Club. | 2. INCLUSIVE :- To be a Club that is welcoming & understanding to players, supporters, volunteers & stakeholders from diverse backgrounds. We collaborate throughout our Club. | 3. PROUD :- To recognise and celebrate our history and to behave in a manner that reflects pride in our Club and our selves. | 4. 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. | 5. FUN LOVING :- 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. |

VISION - What we want to be? An aspirational objective.

EXAMPLE ONLY - To be the football /netball Club of choice in the Latrobe Valley area, due to our unrivalled local reputation for professionalism and success. This reputation is based on clear age & talent based pathways, quality coaching and development, premier facilities, efficient management, a strong family based culture and our Club's contribution to the local community.

REVENUE AND FUNDSAVIN

WHERE CAN WE BE BE

\$

1	Australian Sports Foundation (ASF)	\$5-\$25k	9
2	Commercialize Digital assets (eg: Website / apps)	\$2.5-\$5k	10
3	Electronic Scoreboard (Digital)	\$10-30k	11
4	Electronic Scoreboard (Fixed) - if allowed?	\$10-20k	12
5	Fixture (greatest economic driver)	\$5-\$15k	13
6	Goods and Services auction	\$10-75k+	14
7	Grants (Federal / State/ Local / Private)	\$10-30k	15
8	Players make-over	\$2.5-\$5k	16

FUNDSAVING YES / NO ?

17	Pool Resources (user groups / Clubs / League?)	?	22
18	Bar (Staffing / Controls / Margins)	Min 10%-20%	23
19	Catering (Staffing / Controls / Margins)	Min 10%-20%	24
20	Apparel (Controls / Margins)	?	25
21	Centrelink staffing (eg: canteen, match day, sales?)	\$5k-\$20k	26

*** Identify 5-10 ideas to focus as part of Strategic Plan for coming year**

G INITIATIVES

BETTER?

\$

Local Business Directory	\$10-30k
Major In season Function (eg: Cattle / Fundraiser)	\$10k
Major Raffle	\$5-20k
Membership (say 4 types keep it simple)	\$10-30k
Coterie / Business Networking (ASF opportunity)	\$10-\$100k
Out of season fundraiser (eg: Hay / Lucerne)	\$10-\$25k
Branding assets (audit of Sponsorship assets)	\$10-\$30k
Fixed Signage (still relevant?)	?

Player Contracts (finals / functions)	\$5-7.5k
Removing cash (apparel, m'ships, events)	?
Contra (eg Printing - Business Directory?)	?
Shop Around for best prices	?

TOTAL

**MORWELL FOOTBALL NETBALL CLUB - REVENUE AND FUNDSAVING INITIATIVES
WHERE CAN WE BE BETTER?**

\$			\$		
1	Australian Sports Foundation (ASF)		9	Local Business Directory	25,000
2	Commercialize Digital assets (eg: Website / apps)		10	Major In season Function (eg: Cattle / Fundraiser)	
3	Electronic Scoreboard (Digital)	15,000	11	Major Raffle	
4	Electronic Scoreboard (Fixed) - if allowed?		12	Membership (say 4 types keep it simple)	10,000
5	Fixture (greatest economic driver)	?	13	Coterie / Business Networking (ASF opportunity)	
6	Goods and Services auction	20,000	14	Out of season fundraiser (eg: Hay / Lucerne)	
7	Grants (Federal / State/ Local / Private)	10,000	15	Branding assets (audit of Sponsorship assets)	
8	Players make-over		16	Fixed Signage (still relevant?)	

FUNDSAVING YES / NO ?

17	Pool Resources (user groups / Clubs / League?)		22	Player Contracts (finals / functions)	
18	Bar (Staffing / Controls / Margins)	5,000	23	Removing cash (apparel, m'ships, events)	
19	Catering (Staffing / Controls / Margins)	5,000	24	Contra (eg Printing - Business Directory?)	
20	Apparel (Controls / Margins)		25	Shop Around for best prices	
21	Centrelink staffing (eg: canteen, match day, sales?)	10,000	26		

NEW REVENUE INITIATIVES	\$ 80,000
FUNDSAVING INITIATIVES	\$ 20,000

**** Identify 5-10 ideas to focus as part of the Strategic Plan for coming year**

TOTAL	\$ 100,000
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Questions for TD

What is meant by players being prepared to increase what is given back to the lower levels of the club. Flow
5 biggest short term challenges line has 6 buttons. Volunteers, revenue, coaching, executive skill sets, succi

Con effects - Player retention. Seniors working with junior clubs, training sessions etc
session planning & integration