



Strategic Plan 2019-2020

Setting the vision, values, objectives, goals and implementation strategies for the management of McLaren Flat Recreation Ground

*Developed in consultation and approved by:
The McLaren Flat Recreation Ground Management Committee
3 April 2019*

Vision

The McLaren Flat Recreation Ground will be...

*“A thriving recreation facility
in a wonderful location
for all of the community.”*

Values

The McLaren Flat Recreation Ground defines itself by its values, which are ...

Support

A positive culture of encouragement, collaboration and community

Sustainability

Caring for the ground, facilities and environment for continued enjoyment

Service

Working together to deliver community service

Respect

Acknowledging the history and diversity of the district and its people

Inclusion

Inviting all people and cultures to be part of the association

Objectives and Goals

Constitutional Objectives

From the association's constitution, the objectives of the association are to:

- Objective 1. Promote recreation, sporting and social activities
- Objective 2. Act in the interest of members
- Objective 3. Pursue appropriate commercial opportunities to further the interests of the affiliate clubs and its members
- Objective 4. Manage, maintain and improve the facility
- Objective 5. Have regard for the public interest in its operations
- Objective 6. Ensure the health and safety of members and patrons
- Objective 7. Operate under the terms of the Council lease

Strategic Goals

In consultation with its members and community, the management committee has set the following goals to help realise the vision and values for the recreation ground:

- Goal 1. Visibility and community awareness of the grounds is to be improved so that it becomes the preferred destination for community sport, recreation and social activities.
- Goal 2. A long term commitment to completing larger-scale improvements through a process of merit-based prioritisation, consultation, and sourcing funds, taking into account the objectives, long-term goals and available resources.
- Goal 3. Improved communication style and methods to better inform and involve members and patrons.
- Goal 4. Systematically documenting management and accounting processes to improve retention of legacy information and manage risks to the association.
- Goal 5. The association and affiliates will collaborate to create opportunities to enhance each other's objectives and goals.
- Goal 6. Volunteers will be empowered with clearly defined roles and responsibilities that can be easily carried out and communicated.
- Goal 7. Community Club and Soldiers Memorial Hall business operations will be supported by sound management practices and well defined policy and procedures.
- Goal 8. The Community Club and Soldiers Memorial Hall and grounds will be systematically improved and promoted to help drive increased patronage, events and availability for bookings.

Management Strategies

To deliver the strategic goals and objectives the association will pursue the following management strategies:

Branding

The recreation ground, hall and community have not been actively promoting a brand or brand image for many years. A simple grape and leaf design is still in use on some templates.

To provide better recognition of the recreation ground and create a sense of identity for the community, a contemporary style logo is sought that will identify the memorial hall, club and grounds.

Alongside the branding, there needs to be a suite of approved images in various digital formats and templates that the organisation can readily use for correspondence and promotion

As well as in digital/ social media, opportunities for branding should be identified for brand promotion (See also *Communication & Promotion*).

This strategy will support completion of strategic goal 1 and objectives 1 & 3.

Roadside signage

There is a need for visiting patrons to navigate to the grounds and facilities the community club and affiliates which are not visible from the main road. There is also anecdotal evidence that residents aren't even aware of the existence of the facilities behind the hall and playground.

The recent upgrade of playground and Council branding of the road signs has resulted in club signage being posted as a directory style board, some 80m within the ground's entry.

Improved roadside signage will signal the presence of the recreation ground and community club which are obscured by the hall. There is also opportunity to add to the utility of new signs by incorporating variable messages in the sign (e.g. light box or LED technology). The use of the short variable messages should also include opportune promotion of affiliate member club activities. Community consultation should be undertaken prior to consideration of use of illuminated or light-emitting signs.

Improved directional signage (Department of Transport) will assist with visitors navigating to the various sports and community clubs via the entrance along the western side of the playground.

This strategy will support strategic goals 1, 3 & 5 and objective 1, 3, 4 & 5.

Systematic Management

Clear and readily accessible policies, procedures, and role descriptions will aid delivery of consistent and sustainable management of the recreation grounds. Once established, policy documents should subsequently be integrated with the association's regulations.

To reduce demand from branch-based transactions, minimise data entry, readily generate reports and enable secure remote storage of records; a contemporary online accounting system is to be adopted, and payment by electronic funds transfer is to be the preferred method of payment with all debtors and creditors.

This strategy will support strategic goal 4 and objective 4.

Communication

The broad cross-section of membership and general community rely on a diverse array of traditional and modern communications which the association must be able to tap into.

The association will increase community interest in activities and events at the recreation ground through developing the most effective and efficient channels of communication that deliver information and also reach the desired target groups.

A policy and supporting processes will be developed to address use of social media, email, website, branding, posters, newsletters and other materials. Opportunities to create, appoint and if necessary train a nominee (or nominees) for maintaining social media will also be explored.

While formal channels of communication are to be maintained, consideration should be given to opening less formal methods of internal and external communication. (e.g. Casual event planning meetings, publications, management-affiliate pre-dinner drinks etc)

Suitable channels for feedback and suggestions should be created to enable continual improvement and accountability between all key stakeholders.

Marketing and Promotion

Promotion strategies are to ultimately benefit patronage and membership.

Promotional strategies that are low cost such as volunteer awards/recognition, annual membership stickers, free membership, discount vouchers should be considered over more expensive options unless a suitable business case can be demonstrated.

New and alternate sponsorship opportunities should be pursued regularly, while acknowledging long-standing supporters.

This strategy will support completion of strategic goals 1, 3, 5 & 6 and objectives 1, 3 & 4.

Improvement Plan

MFRG will develop and implement a two year plan of management programs and activities to improve the ground and facilities based on the strategic goals.

Planning will incorporate consultation, our priorities, a realistic schedule, and accountability for the resources required.

To maximise the effect of improvements, opportunities will be pursued to work with other stakeholders, such as affiliate members, council and sporting organisations to align our plans and activities with external improvement strategies.

This strategy will support strategic goals 1, 2, 3, 4 & 5 and objective 4.

Marketing and sales

Marketing is to be targeted at increasing social and affiliate patronage of the community club facilities.

Direct marketing, such as the promotion of events or items should be monitored, reviewed and adjusted for effectiveness on an event-by-event comparison basis. (See also Branding)

Strategic marketing, such as the attraction of members and patrons should also be monitored, reviewed and adjusted for effectiveness based on longer-term metrics.

Food and beverage pricing in the community club room facilities will be reviewed so as to:

- Improving net takings
- Delivering a positive customer experience (value/price is only one aspect of customer experience)
- Incorporating scope for member benefits

Implementation of an electronic stock management system compatible with the needs of the clubroom will improve sales tracking and ordering of stock.

Continual re-negotiation of supplier terms such as discounts and marketing opportunities will help reduce input costs and assist with improving a positive customer experience.

Establish minimum quality standards for food and beverages so as to build a reputation that patrons will return for.

Utilise volunteer resources whenever possible for kitchen and bar operations to help minimise reliance on paid work while also creating opportunities for personal development.

Event planning will consider opportunities to involve affiliate members and to draw in a wider cross-section of the community.

This strategy will support completion of strategic goals 1, 2, 3, 5, 6, & 8 and objectives 1, 2, 3, & 4

Membership

Membership is pivotal for the Community Club operations and provides an effective marketing and social tool.

The reinstatement of membership cards will support the planned development of membership-based marketing strategies.

Member benefits will be actively marketed and aligned with the ability; to foster participation, be viable, and be socially responsible.

Maintaining an up-to-date database of membership is essential in managing membership and complying with constitutional obligations. The database must be capable of supporting regular membership-based activities (e.g. raffles/draws/ mailing lists) , must remain accessible to the Secretary of the management committee and comply with privacy laws.

This strategy will support completion of strategic goals 3, 4, 7 & 8 and objectives 1, 2 & 3