

SOLDIERS BEACH SURF CLUB

STRATEGIC PLAN 24/25



ITEM	ISSUE	STRATEGY	ACTIONS	Outcomes	Financial Outcomes
1	Financial stability	Develop a five year financial Plan that is cash flow positive. Year 1 all debts to be paid off. Year 2 have \$65,000 investment Year 3 have \$100,000 investment Year 4 have \$150,000 investment Year 5 have \$250,000 investment	1. Review all tenants leases All leases cancelled 2. Review all supplier agreements 3. Review all accounts Forensic Audit of Accounts. Issues with account from 2017. 4. Review Council Lease agreement 5. Review all building maintenance 6. Review membership fee structures.	1. New Service agreements with Tenants to include all outgoing. 2. Renegotiated all supplier agreements giving 10% savings. 3. Change Auditors New Point of Sale System 4. New Council Lease (10 Years) 5. New Building Maintenance Program. 6. First discounts for patrolled membership	Yearly budgets developed and implemented with all areas of the Club adhering to them. Year 1 \$45,000 of Debts paid off. Year 2 \$65,000 Invested. All invoices paid within 30 days. 50% Discounted BM membership, who have achieved 100% of rostered patrols the previous year.

2	Building Maintenance Program	<p>To develop a yearly maintenance program with the council.</p> <p>New fridge room</p> <p>New Club room</p>	<ol style="list-style-type: none"> 1. organise independent building inspector to find faults within club 2. talk to the council and work out who is responsible for what building maintenance as this had never been done. 3. Arrange yearly walk-throughs with the council Property Manager to get on top of issues. 4. Arrange a regular maintenance schedule. 5. Speak to Jake Sonter (Sponsor) builders advice for Club Room. 	<ol style="list-style-type: none"> 1. List was created by independent inspector 2. Council took responsibility for 90% of the list created and has since rectified the faults. 3. Council property Manager has agreed to do walkthroughs at the start of each financial year. We have now had 2 planned walk throughs 4. Scheduled major works will be conducted in July 2024. 	<p>By creating a positive relationship with the council we have opened the doors to works being carried out at no expense to the club saving thousands of dollars.</p> <p>Major Maintenance works to cost \$500k at council's Cost and nil cost to the Club.</p> <p>Major refurbishment due to age and lack of regular maintenance: lift, floors, external painting, Kitchen floors and walls relined with SS.</p>
3	Sponsorship and Grants <p>Soldiers Beach Surf Club aims to enhance its sponsorship and marketing efforts to increase brand visibility, attract more sponsors, and strengthen</p>	<p>This strategic plan outlines key objectives, strategies, and tactics to achieve these goals.</p> <p>Increase sponsorship revenue by 20% within the next fiscal year</p> <p>Enhance brand visibility within the local community and beyond</p> <p>Foster long-term partnerships with sponsors aligned with the clubs values and objectives</p>	<p>Identify Target Sponsors Conduct market research to identify potential sponsors who align with the clubs values, target audience and objectives. Priorities sponsors who have a vested interest in supporting community initiatives and youth development</p> <p>Develop Sponsorship Packages Create comprehensive sponsorship packages</p>	<p>Host sponsorship information sessions for local businesses and organizations.</p> <p>Create a sponsorship prospectus outlining sponsorship levels and benefits.</p> <p>Launch targeted social media campaigns to promote sponsorship opportunities.</p>	<p>Budget: \$10,000</p> <p>Market research and materials development: \$2,000</p> <p>Event sponsorship promotion: \$2,500</p> <p>Social media advertising: \$2,500</p> <p>Sponsorship committee expenses: \$1,500</p>

	<p>community engagement</p>	<p>Engage members and the broader community in club activities through effective marketing campaigns</p>	<p>outlining the benefits and exposure sponsors will receive such as logo placement on club merchandise, naming rights on equipment, naming rights for events, and recognition on digital platforms. Customise packages to cater to the specific needs and interests of potential sponsors.</p> <p>Build relationships: Cultivate relationships with potential sponsors through personalised communications, meetings, and networking events. Showcase the value proposition of partnering with Soldiers Beach Surf Club, emphasizing the positive impact on the community and the opportunity for brand exposure.</p> <p>Enhance Brand Visibility: Implement a multi channel marketing strategy to increase brand visibility both online and offline. Utilise social media platforms, local publications, community events, and strategic partnerships to reach a</p>	<p>Organize community events sponsored by local businesses, with proceeds benefiting the club.</p> <p>Establish a dedicated sponsorship committee responsible for prospecting, outreach, and relationship management.</p> <p>Collaborate with local media outlets to secure press coverage and feature stories about the club and its sponsors.</p> <p>Offer sponsorship recognition at club facilities, events, and promotional materials.</p> <p>Regularly communicate with sponsors to provide updates on club activities and the impact of their support.</p> <p>Develop partnerships with complementary brands and organizations to amplify marketing efforts and reach new audiences. Implement a referral program to incentivize existing sponsors to refer new sponsors to the club.</p>	<p>Miscellaneous expenses (printing, signage, etc.): \$1,500</p>
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wider audience and generate awareness about the club activities and sponsorship opportunities.

Create Engaging Content:

Develop engaging content that highlights the club's achievements, events, and initiatives. Utilize storytelling techniques to connect with the audience emotionally and showcase the impact of sponsorship on the club's members and the community at large.

Maximise Event Sponsorship:

Leverage club events, competitions, and fundraisers as opportunities to attract sponsors and provide them with meaningful exposure. Offer customized sponsorship packages tailored to each event, including branding opportunities, VIP experiences, and promotional activities.

Measure and Evaluate:

Implement key performance indicators (KPIs) to measure the effectiveness of sponsorship and marketing efforts. Track

			<p>sponsorship revenue, brand visibility metrics, community engagement levels, and sponsor satisfaction to identify areas for improvement and optimize future strategies.</p>		
4	Membership	<p>1. increase membership by trying a new approach to registration, new fee structure for nippers and incentives for active patrol members.</p>	<p>1. create videos showcasing the club</p> <p>2. lower nipper fees to attract more families</p> <p>3. add incentives for patrolling members who complete 100% of rostered hours</p>	<p>1. 5 short videos filmed and edited, broadcast on social media platforms. Great feedback was received</p>	<p>By lowering fees the club saw an increase in our nipper program and our clubs membership has risen by 23% on last season.</p> <p>Incentives will be in place for next season. Currently we have 17 members eligible for BM discounts.</p>
5	Education	<p>1. Develop an Education Team with a span of trainers, assessors and facilitators who can deliver a number of Education opportunities to the members of both Soldiers Beach and support Education at other SLSC.</p> <p>2. Develop positive Education partnerships with</p>	<p>Provide training opportunities for members who wish to join the education team, developing their capacity to promote education across the club</p> <p>Continue to enhance and support the connection currently being established between the clubs, support</p>	<p>Improved training and education opportunities for members and new volunteers</p> <p>Enhance the practices of Soldiers Beach volunteers providing additional training opportunities.</p> <p>Establish training and education opportunities for</p>	

		<p>Northern End clubs to share the load of training, develop participation and enhance training specialities.</p> <p>3.To build trainer capacity across awards, developing skillset and knowledge.</p> <p>4.To create and establish specialised community education programs to enhance membership, develop community knowledge and provide practical and maximising safety between the flags.</p>	<p>with training and assessment opportunities and run education opportunities for members of these clubs to connect and develop their skills</p> <p>Provide mentoring to trainers in different awards so they can train those awards.</p> <p>Provide opportunity for Soldiers Trainers to work with other clubs to deliver awards.</p> <p>Make connections with local school groups, gyms, swimming pools etc to establish and grow community connections and build surf safety practises across the Central Coast and within the Norah Head Community.</p>	<p>members across clubs providing greater access to learning opportunities</p> <p>Improved and specialised training for different aspects of the course dependant on a greater trainer specialities.</p> <p>Develop and enhance training opportunities and promote pathways for current trainers to grow their skillset.</p> <p>Provide greater community education opportunities</p> <p>Develop safety between the flags for our local area.</p>	
7	JAC	<p>Developed and run a specialised nipper program from U6 to U14s this is to develop the skills to survive in the surf give our youth the knowledge and</p>	<p>Conduct a 20 week program that runs every Sunday morning for 9 am to 11 am during the patrolling session.</p>	<p>Nipper learns all aspects of the surf and environment</p> <p>The u14s train and obtain their surf rescue certificate.</p>	<p>The JAC program came in under budget.</p>

		skills to learn in a safe and fun environment	<p>Develop a youth development camp that would work on leadership skills.</p> <p>Develop a JAC budget for the next two years.</p> <p>Touring manager</p>	<p>End of session Youth Camp where activities will enhance the members self belief and team work.</p> <p>End of Season Club Camp arranged to thank all the Volunteers for the season.</p> <p>First Aid Comp</p>	
8.	SURF SPORTS				
9.	LIFESAVING	Full breakdown of First Aid Room and re-stock			