



Strategic Plan 2023– 2026



# Introduction



It is with great pleasure that I present to you our second Lara Sporting Club Strategic Plan. This plan is the result of a commitment by the Board to ensure all components of the Club grow well into the future.

Our Values are critical to our behaviours as individuals, groups and the Club as a whole. They are the 'Glue that binds us together' and are the cornerstone for what this Club represents.

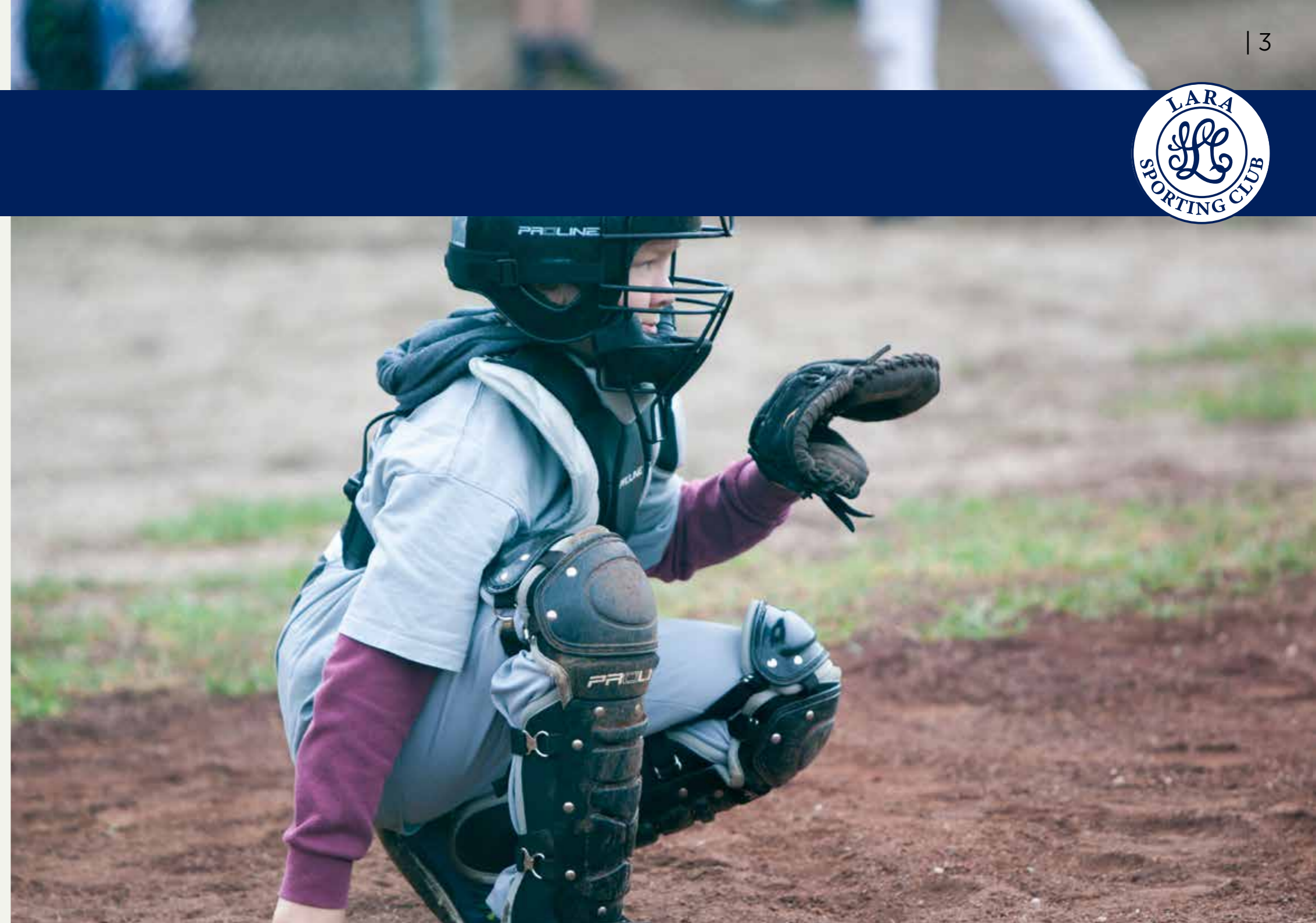
This Strategic Plan provides us with a clear direction, guidance and overview of what we are doing and where we want to be.

The Plan will be managed by the Board as a 'Live Document' where 'Annual Action Plans' will monitor our progress aligned to our 'key initiatives' and 'desired outcomes'.

**Peter Kelly**  
**President**

## Mission

To embrace all Lara Sporting Club Sections and promote a high level of participation and support through effective and efficient leadership while working with and supporting all diversity groups, inclusive of all for the betterment of our community.



# Vision

It is now 2026. The Lara Sporting Club is integrated beyond just sports with new community partnerships and programs...

- 1800 Members who embrace a vibrant, diverse and growing multi sport club.
- Established first-class sporting programs that produce consistent high-performance outcomes.
- Completed the major components of the Lara Sporting Precinct Masterplan including; Stage 1-Netball/Tennis project and Stage 2-Oval 3/Baseball project. Stage 3-Oval One project is in an advanced construction phase.
- Consolidated our financial position and put in place a funds account for the Club reinvestment projects.

- Expertly educated new members and volunteers in our 'ONE CLUB' culture which all Sections continue to embrace and espouse.
- Generated respect from our peers for our governance, management, leadership & performance.
- The Club and our Sections are an integral partner of the Lara regional community.
- Recognised by the Lara regional Community as a key financial sponsor for Community and charity organisations and projects.



## Values - the glue that binds us together

Value	How we bring this to life
Inclusive	We continue to work together for our community as one club as we support and embrace diversity across all sections and members of our entire club
Progressive	We constantly look for new ways and adventurous things to do to strengthen our club and increase our members and participation rate
Accountable	We are accountable at all times to each other and our key stakeholders.
Integrity	We model and expect high standards of behavior and support others in their understanding of required standards.
Respectful	We are a single status organisation where each person is treated equally and with respect.

## Our Strategic Pillars



Pillar One	Members, Governance and Branding
Pillar Two	Sections
Pillar Three	Business and Finance
Pillar Four	Facilities and Masterplan
Pillar Five	Communities and Partnerships
Pillar Six	Future Strategies

# Pillar One – Members, Governance & Branding



2026 Desired Outcomes	Key Initiatives (2023-2026)
Rolling Strategic Plan reviewed and revised	<ul style="list-style-type: none"> <li>• SP sub-committee to continue to review</li> <li>• Action Plan to be developed and managed for SP</li> </ul>
Current Board to recruit and prepare 'next generation' of Board members	<ul style="list-style-type: none"> <li>• Create a corporate governance statement</li> <li>• Formulate position descriptions for new Board members</li> <li>• Seek professional advice on Board recruitment</li> <li>• Investigate potential new Board members applicants</li> </ul>
Review and amend Constitution and By-laws to reflect changes in societal values	<ul style="list-style-type: none"> <li>• Review Constitution and By-laws and propose amendments/ additions to AGM</li> <li>• Conduct a governance " Health Check" through professional advice</li> </ul>
Developed strategies and procedures to retain and increase membership base and satisfaction	<ul style="list-style-type: none"> <li>• Investigate successful clubs' loyalty programs and implement upgrades</li> <li>• Further develop and expand member communications</li> </ul>
Reviewed and implemented a branding strategy	<ul style="list-style-type: none"> <li>• Review and update social media management along with website upgrade</li> <li>• Conducted and assessed membership data analysis to more accurately communicate membership benefits and opportunities</li> </ul>



# Pillar Two - Sections



2026 Desired Outcomes	Key Initiatives (2023-2026)
Section satisfaction with LSC	<ul style="list-style-type: none"> <li>Facilitate on-going dialogue with Section Chairs to ensure healthy partnerships</li> <li>Offer Board representation at Section committee meetings and events</li> <li>LSC staff to aid in 'participation' strategies to increase Section membership</li> <li>LSC to mirror advertisement of Section's promotions and events</li> <li>Conduct Section's survey for committee and player level on Club relationship satisfaction</li> <li>Offer financial assistance above current LSC commitments</li> </ul>
Maintained Section Facility arrangements	<ul style="list-style-type: none"> <li>Provide infrastructure budget for each Section</li> <li>Establish a 3 year plan for major Section infrastructure upgrades/new facilities</li> <li>Formulate policy with Sections on facility maintenance</li> </ul>
Developed proposal for new Sections to join LSC	<ul style="list-style-type: none"> <li>Formulate policy with Sections on facility maintenance</li> <li>Develop 'benefits of relationship with LSC' presentation for current and future Sections</li> </ul>



# Pillar Three – Business & Finance



## 2026 Desired Outcomes

## Key Initiatives (2023-2026)

<p>Developed a financial plan 'beyond 2032' when anticipated major legislative financial changes will occur</p>	<ul style="list-style-type: none"> <li>• Research and investigate financial options post 2032</li> <li>• Multiple budgets for post 2032 to be developed to compare options</li> <li>• Attend VGCCC &amp; CCV seminars to be more informed on financial and regulatory changes</li> <li>• Board member tasked to ensure/oversee gaming compliance</li> </ul>
<p>Quarantined funds from 2023 through to 2026 for capital reinvestment</p>	<ul style="list-style-type: none"> <li>• Club to set aside a minimum \$10,000 per month for capital reinvestment. Total of \$480,000 by Sep 2026</li> <li>• Capital investment priority list reviewed annually</li> </ul>
<p>Investigated diverse additional income streams including additional LSC commercial locations</p>	<ul style="list-style-type: none"> <li>• Research other Clubs success/failure on expansion of commercial locations</li> <li>• Remain updated on commercial opening around Lara/Lara West</li> <li>• Maintain relationship with local Realtors and developers</li> </ul>
<p>Facilitated annual community grant scheme for the Lara community</p>	<ul style="list-style-type: none"> <li>• Grant process, including total investment, to be endorsed and reviewed annually</li> <li>• Annual budget of \$35,000-\$50,000 for community grant/s. To be budgeted following FY</li> </ul>





# Pillar Four – Facilities



2026 Desired Outcomes	Key Initiatives (2023-2026)
Stages 2 and 3 of the COGG Lara Recreation Reserve Masterplan are complete	<ul style="list-style-type: none"> <li>Continue to engage COGG officers and councillors to ensure Stage 3 Oval 1 Project of MaPl is prioritised</li> <li>LSC to actively investigate funding options to ensure Stage 3 is funded</li> </ul>
All levels of government lobbied for the completion of all ancillary Masterplan sub-categories	<ul style="list-style-type: none"> <li>LSC to work with COGG in funding ancillary MaPl sub-categories</li> <li>Regular meetings with State Government MP</li> </ul>
Maintain LSC Section facilities to achieve premium regional sporting standards	<ul style="list-style-type: none"> <li>Determine each FY Sections facility requirements</li> <li>'Reasonably' prioritise and budget Section's major facility upgrades</li> </ul>
LSC lessened its carbon footprint	<ul style="list-style-type: none"> <li>LSC to upgrade/replace appliances/devices/procedures to reduce carbon footprint</li> <li>Investigate strategies, projects and programs to promote the LSC as an environmentally responsible organisation</li> </ul>





# Pillar Five – Communities & Partnerships

2026 Desired Outcomes	Key Initiatives (2023-2026)
<p>Successfully networked relationships with key stakeholders to achieve funding for capital works and programs</p>	<ul style="list-style-type: none"> <li>• Hold regular meetings with local and state government stakeholders</li> <li>• Developed strategies to be communicated with the community to determine our relevance and benefits to them</li> </ul>
<p>Partnered with Lara businesses, schools and community organisations to develop a range of programs, events that benefits the community and reinforces the LSC as a valued partner and venue of choice within the community</p>	<ul style="list-style-type: none"> <li>• Facilitate engagement with community groups not yet associated with LSC to ascertain partnership prospects</li> <li>• Facilitate meetings with local schools for partnerships/ engagement</li> </ul>
<p>Leads the Christmas in Lara committee to develop and improve the annual event</p>	<ul style="list-style-type: none"> <li>• LSC to adopt 'principal' sponsor and committee chair for CIL to retain directional control of annual event</li> <li>• LSC to leverage CIL for greater club awareness within community</li> </ul>
<p>Developed a 'Community Grant Scheme' and active in LSC/community groups partnerships (sponsorships)</p>	<ul style="list-style-type: none"> <li>• LSC to budget and develop annual grant scheme and advertise to community.</li> <li>• Success of scheme to be publicised to the community</li> <li>• Make a grant scheme 'launch date' and invite ambassadors</li> </ul>



# Pillar Six – Future Strategies



2026 Desired Outcomes	Key Initiatives (2023-2026)
Additional income streams	<ul style="list-style-type: none"> <li>• Board and management to investigate commercial opportunities</li> </ul>
Endorsed strategy for 'post- 2032'	<ul style="list-style-type: none"> <li>• Review committee set up to investigate post-2032 business model</li> <li>• Investigate options via expos, supplier engagement, seminars</li> <li>• Determine option around ownership, partial ownership or continued partnership with provider post 2032</li> </ul>
LSC recognised for programs other than sports	<ul style="list-style-type: none"> <li>• Established as lead organisation for Christmas in Lara</li> <li>• Responsible for ongoing support of multiple community programs and events</li> </ul>
LSC recognised as leader for Lara West sports	<ul style="list-style-type: none"> <li>• Open important discussions with key stakeholders in relation to Lara West concept plan</li> <li>• LSC responsible for governance of Lara West sub-club</li> <li>• Lara West juniors to feed into LSC seniors</li> </ul>



# Critical Success Factors

The factors we must deliver well on to be successful...

CSF	What might the objective be?
1. Financially viable and successful	An annual net surplus (including depreciation, amortisation, capital savings, community grant scheme) of \$60,000pa
2. Sustain membership growth	Attract new members by determining and achieving their desires and marketing benefits and to obtain a net membership growth year on year.
3. Attract more patronage, functions & events to the Club	Secure greater external revenue, and raise the profile of the Club
4. Upgrade our facilities to fully utilise our space and position	Enhancing the reputation of the Club in the community; to provide members with a more enjoyable experience; to attract new levels of membership and new revenue streams
5. Continued support of the Sections in their growth	Increased playing members and greater satisfaction, encouraging juniors and establishing pathways





*"Live Lara - Play Lara"*