



Lions Club of Ashgrove The Gap Strategic Business Plan 2022 - 2025

Contents

1. About Us.....	3
2. Mission, Motto, Purpose, Code of Ethics and Values	5
3. Key Activities and Services	7
4. Membership.....	8
5. Ashgrove and The Gap Community Profile.....	11
6. SWOT Analysis.....	13
7. Strategic Priorities.....	14
8. Business Model Matrix.....	19
9. Marketing Overview	20
10. Staffing and Volunteers	21
11. Financial Summary.....	22
Appendix 1: Risk Identification	26

1. About Us

Who We Are and Our History

The [Lions Club of Ashgrove The Gap](#) is based in the western suburbs of Brisbane, is a member of the 1,200 strong [Lions Australia](#) network. Lions Australia is part of the Lions International network and is the country’s largest service club organisation. Lions Australia was established in Lismore NSW 75 years ago and today has around 25,000 members nationally and 1.4 million globally.

Lions Clubs are an integral pillar of community life and deliver community-based programs and initiatives that aim to help local people in need, make communities more liveable and support charitable causes, such as medical research, health care, assisting adults and children with disabilities and disaster response.

Each Club belongs to a District, is identified by a distinctive logo and subscribes to a [Code of Ethics](#). The organisation’s motto ‘We Serve’ reflects members’ common desire to work together to serve their communities through creativity, enthusiasm, and energy.

Membership is by invitation but open to all people of the community aged over 18 years who are regarded as of good moral character and reputation and be held in good standing.

The Lions Club of Ashgrove was established in 1962, followed by The Lions Club of The Gap in 1968. The two clubs merged to form the Lions Club of Ashgrove The Gap in 2007. The club currently has approximately 40 members. The club has just celebrated 60 years of continued community service.

Management Committee

President	Peter Cooper
Vice-President	1 st : Lindsay Green / 2 nd : Dennis Wogan / 3 rd : Neil Phillips
Treasurer	Colleen Lang
Secretary	Susie Green / Assistant Secretary: Allan Turner

Association Details

Structure	Incorporated association
Established	1962
Registration number	IA01039 / Charity number: CP2103
ABN (not registered for GST)	97 477 215 708

Contact details

Contact name	Peter Cooper
Mobile	0488 069 089
Secretary email	lionatg19@gmail.com
Address	PO Box 6, The Gap Qld 4061

Website and Social media details

Website	https://ashgrovethetagap.qld.lions.org.au/
Facebook	https://www.facebook.com/AshgroveTheGapLionsClub/ https://www.facebook.com/atgleos/
Instagram (District)	https://www.instagram.com/q3_district_lions_/

2. Mission, Motto, Purpose, Code of Ethics and Values

Lions International – Mission & Vision

To empower Lions clubs, volunteers, and partners to improve health and well-being, strengthen communities, and support those in need through humanitarian services and grants that impact lives globally, and encourage peace and international understanding.

Lions International vision is to be the global leader in community and humanitarian service.

Lions International - Motto

'We Serve'. Lions serve since they first began in 1917. Lions clubs are places where individuals join together to give their valuable time and effort to improving their communities, and the world.

Lions International - Purpose

- To create and foster a spirit of understanding among the peoples of the world
- To promote the principles of good government and citizenship
- To take an active interest in the civic, cultural, social and moral welfare of the community
- To unite the clubs in the bonds of friendship, good fellowship and mutual understanding
- To provide a forum for the open discussion of all matters of public interest; provided, however, that partisan politics and sectarian religion shall not be debated by club members
- To encourage service-minded people to serve their community without personal financial reward, and to encourage efficiency and promote high ethical standards in commerce, industry, professions, public works and private endeavours

Lions International – Code of Ethics

- To Show my faith in the worthiness of my vocation by industrious application to the end that I may merit a reputation for quality of service.
- To Seek success and to demand all fair remuneration or profit as my just due, but to accept no profit or success at the price of my own self-respect lost because of unfair advantage taken or because of questionable acts on my part.
- To Remember that in building up my business it is not necessary to tear down another's; to be loyal to my clients or customers and true to myself.
- Whenever a doubt arises as to the right or ethics of my position or action towards others, to resolve such doubt against myself.
- To Hold friendship as an end and not a means. To hold that true friendship exists not on account of the service performed by one to another, but that true friendship demands nothing but accepts service in the spirit in which it is given.
- Always to bear in mind my obligations as a citizen to my nation, my state, and my community, and to give them my unswerving loyalty in word, act, and deed. To give them freely of my time, labor and means.
- To Aid others by giving my sympathy to those in distress, my aid to the weak, and my substance to the needy.
- To Be Careful with my criticism and liberal with my praise; to build up and not destroy.

Our Club Values: of Lions Club of Ashgrove The Gap

- Being a part of something bigger than ourselves
- Appreciated by the community and members
- Service to the community
- Helping those in need
- Continual member growth
- Balance of community / fundraising activities vs non-fundraising projects
- Building connections with the community and members
- Fun and friendship
- Self-development
- Sharing responsibilities
- Positive public image
- Honesty / integrity / trust of the Lions brand
- Low overheads – money goes directly to those who need it
- Traditions of the Lions / the Club
- Caring
- Pride in activities / services
- Contribution – doing a job well

3. Key Activities and Services

Each Lions club has its own service focus, however there are five global causes that have been identified as of particular interest to members around the world: diabetes; vision; hunger; the environment; and childhood cancer. Local clubs may choose their own activities to reflect the needs of their surrounding communities.

The Lions Club of Ashgrove The Gap currently undertakes or participates in the following key events and activities for Club members and the public:

- Annual Garage Sale
- Lions Christmas Cakes and Puddings
- Daffodil Day for Cancer Council
- Melbourne Cup Trifecta
- Lions Youth of the Year
- Community Dinner
- Bunnings BBQs & other BBQs
- Recycle for Sight
- Trek2Health
- Christmas Raffle
- Father's Day Raffle
- Community Events Participation – National Tree Day, Clean Up Australia Day, Sunlit Sounds
- Community Events Catering
- Emergency relief for local, state and national victims of natural disaster – bushfire, flood and drought
- Meals on Wheels

The following are possible services suggested by Members that could be considered in the future (viability to be determined):

- After School Program for Year 7's
- Coffee shop in vacant premises / or coffee van – to assist with skilling workers / hospitality training & for fundraising
- Skills training program for people with disabilities
- 'Great Bake Off' sale and competition – sell jams/cakes etc
- A community drop-in centre

Organisations & Community Groups supported by The Lions Club of Ashgrove The Gap:

- Serenata Singers - organisational support for concerts, fundraising for Lions Club
- Cancer Council - selling daffodils and fundraising for the Cancer Council
- Voices of Birralee - financial contribution
- Hear and Say - volunteer assistance
- Communitify - financial contribution and volunteer assistance
- Asylum Circle - volunteer assistance
- SOWN - financial contribution, BBQ's
- Valleys Cricket All Abilities - financial contribution and volunteer assistance
- Lions Medical research Foundation - financial contribution
- Lions Hearing Dogs - financial contribution and volunteer assistance
- Local and Private Schools - financial contribution, volunteer assistance, BBQ's

4. Membership

The Lions Club of Ashgrove The Gap currently has 43 members, consisting of 81% males/19% females, predominantly comprised of retirees aged over 65-70 years. A SWOT analysis identified membership growth as a strategic priority in addition to the need to increase gender, cultural and age diversity to better reflect the demographic and social profile of the local community (see Ashgrove and The Gap Community Profile).

It is estimated that 75% of current members regularly participate in the Club's activities, while 25% have little or no regular involvement. Increasing member engagement and improving member retention are also strategic priorities.

A survey of members (17) and partners (5) was conducted by the Club in July 2021. A number of themes emerged from three open-ended questions; however the details are limited due to low participation rates, and particularly regarding how members think activities could be done differently.

Figure 1 Things the Club does well

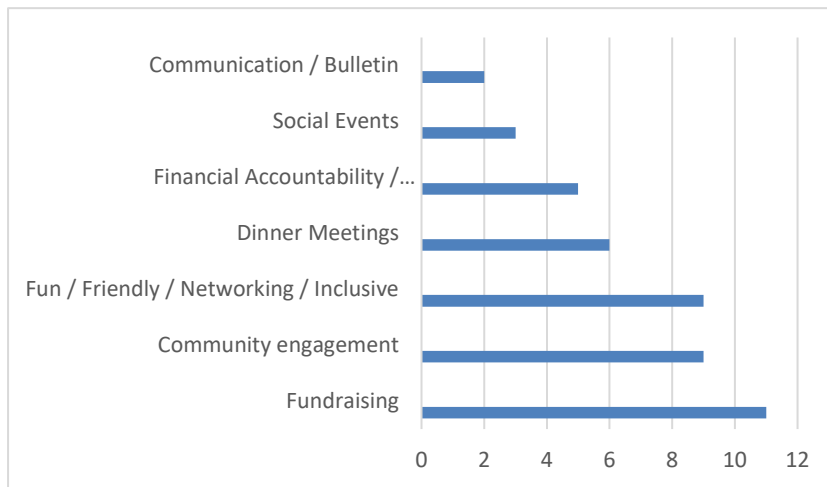
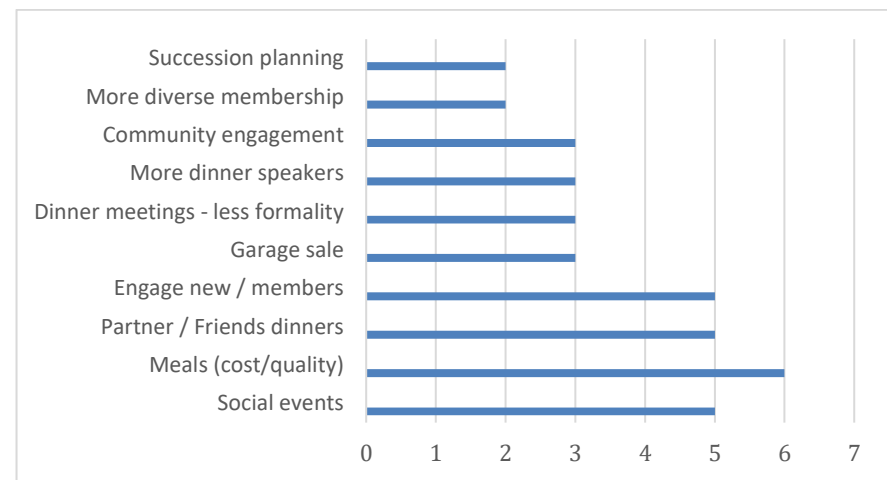


Figure 2 Things the Club could do differently



It is recommended that member surveys are conducted on a regular basis with a focus on gaining deeper insights into member needs, feedback, potential contribution (volunteer time) and motivational factors. It would also be highly beneficial to assess the thoughts of non or low-participating members.

Members meet twice a month for a meal at Ashgrove Golf Club on the 2nd Tuesday (a business meeting to discuss projects and fundraising) and 4th Tuesday (Partners and Friends night). Guests may attend to learn more about the Lions.

Member fees: there is a \$50 joining fee, followed by a quarterly fee of \$42, plus members pay \$28 per meal when attending the regular meetings.

[Lions Australia](#) / Lions International provide information, tools and advice to help local Clubs to build and maintain membership which includes: PR resources; Club Treasurer Guides; ideas for membership building; club rebuilding strategies; building special interest networks; and membership trouble shooting guides such as dispute resolution and member exit discussion papers. Lions Australia celebrate their 75th anniversary in September 2022 and have created a suite of [promotional resources](#) available to Clubs to use for this purpose.

Membership Benefits (extracted from the [Lions International website](#))

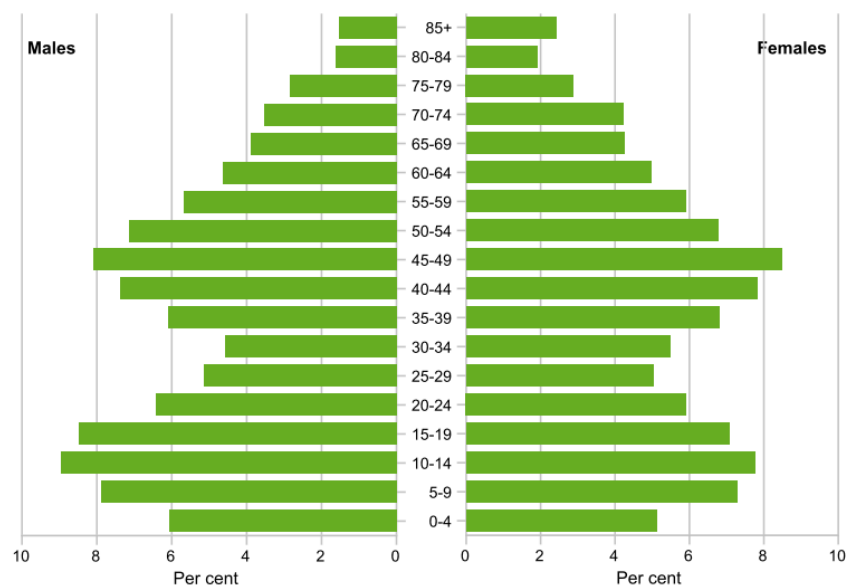
- **The fun and fellowship** – Service isn't just meaningful. It's fun. We build new friendships in our clubs and new connections in our communities. We laugh. We bond. We serve, and we do it with a smile and an open heart.
- **Opportunities to lead** – Lions are leaders in their community, organizing projects that meet real needs. And you have opportunities to become a club officer so you can put your leadership skills to work for your club. Lions International offers online and in-person training that can take your leadership to the next level so you can learn, lead and grow.
- **Tools to put your kindness in action** – A great project takes great planning. Service Project Planners give you the tools to serve global causes right in your local community.
- **A global Foundation that magnifies your service impact** – Lions are supported by a world-class global foundation—Lions Clubs International Foundation. LCIF provides grant funding that helps Lions take on bigger projects that can bring lasting change. And when you contribute to LCIF and Campaign 100, you help ensure LCIF can continue supporting our efforts to serve a world in need.
- **Being a part of something big** – Lions are a big family. A *really* big family. We are 1.4 million men and women in 48,000 clubs in nearly every country on earth. We are changing our communities, club by club. And together we are changing the world.
- **Tech made just for Lions** – Lions are always on the go. That's why we developed Lions digital tools like MyLion, MyLCI and Connect to make it easier to be a Lion and manage your club. Your Lion Account gives you access to it all, so get signed up today.
- **You get when you give** – Did you know that helping others actually helps you? A recent article in *Psychology Today* states that, "Research has found many examples of how doing good, in ways big or small, not only feels good, but also does us good." Volunteering improves our happiness, health and sense of well-being, and decreases symptoms of depression. Giving is a win-win!
- **All the great Lions gear** – Everyone loves to show their Lion's pride, and there's no better way than wearing a Lions International-branded hat, shirt or vest while serving your community. Start shopping!
- **That ah-ha moment** – Every Lion joins a club, but every member has a story about the moment they truly became a Lion. That day when you helped someone who had nowhere else to turn. The tears of joy. The heartfelt thanks. The hope you restored through your kindness. That's why we're Lions.
- **An international staff that's here to serve you** – No one serves like a Lion, and Lions International is your team of dedicated professionals that's here to serve you. We're here when you need us and be sure to explore lionsclubs.org for great info and resources to help you and your club.

5. Ashgrove and The Gap Community Profile

As of 30 June 2021, the estimated resident population for The Gap Ward (2020 revision) was 46,452 persons, of which Ashgrove has 11,167 and The Gap has the largest population of 17,290 persons. The population is projected to be 48,045 persons by 30 June 2041, an increase of 0.3% per year over 25 years. Within the region, The Gap is projected to have the largest population by mid-2041 with 18,146 persons.

The Ward's median age as of 30 June 2020 was 38.5 years. People in the 25-44 age group account for 24.2% of the resident population, 25.8% are aged 45-64 years and 14.6% aged over 65 years. From this data it is recommended that membership recruitment activities should predominantly focus on younger residents, particularly in the 40 to 64 age group. Reinvigorating the Leos Club may assist in reaching families in the area, both by building brand awareness and in attracting adult family members into the Lions Club ie. parents / friends of the Leos.

Figure 3 Estimated resident population by age and sex, The Gap Ward (2020 revision), 30 June 2020



Source: ABS 3235.0, *Population by Age and Sex, Regions of Australia* and Queensland Treasury concordance-based estimates

In 2020, 597 persons (or 1.4%) identified as Aboriginal and/or Torres Strait Islander in The Gap Ward and 8,499 persons (or 19.9%) were born overseas. Within the region, The Gap had the largest percentage of persons born overseas at 23.5% with 1,422 people speaking a language other than English at home. Across the Ward, 3,556 persons (or 8.3%) stated they spoke a language other than English at home. The top five non-English speaking backgrounds are Indian, Chinese, German, Filipino and Malaysian.

Across the Ward, couples with children make up 51.9% of the population, 32.9% are couples with no children and 13.9% one-parent families. The most common professions are professionals (33.7%), clerical and administrative workers (15.1%) and community and personal service workers (10.6%). The level of social disadvantage across the Ward is very low with the majority of residents of The Gap (83.1%) and Ashgrove (91.1%) classified within Quintile 5 (least disadvantaged).

Over a quarter of the Ward population engage in voluntary work, with this figure at 28.8% for Ashgrove and 26.7% for The Gap.

Figure 4 Voluntary work by SA2, The Gap Ward (2020 revision), 2016

Ward / SA2	Volunteer		Not a volunteer		Total ^(a)
	number	%	number	%	number
The Gap Ward (2020 revision)	8,543	25.6	23,248	69.7	33,368
Ashgrove*	2,346	28.8	5,349	65.8	8,134
Enoggera Reservoir	5	31.3	10	62.5	16
Keperra*	944	20.0	3,518	74.7	4,712
Mitchelton*	<5	n.a.	9	72.0	12
The Gap*	3,467	26.7	8,927	68.8	12,982
Upper Kedron - Ferny Grove	1,778	23.7	5,435	72.4	7,512

* part SA2 within the The Gap Ward (2020 revision). Data in table reflect part SA2 only.

(a) Includes voluntary work not stated.

Source: ABS, *Census of Population and Housing, 2016, General Community Profile - G19* and Queensland Treasury concordance-based estimates

The area has a large number of community groups and local clubs. These include Ashgrove and The Gap RSL Sub-Branches, the Rotary Club Ashgrove The Gap, SOWN, Community (Bardon), Scouts and Guide groups, school clubs and societies, local sports clubs, seniors' groups, special interest groups and Men's Shed organisations. Some of these organisations work with, and are supported by, Ashgrove The Gap Lions Club, however, they may also be considered competitors for membership and volunteer hours.

6. SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Passion to serve – sense of purpose and giving back • Group of strong core members • Lion’s international brand is very strong • Club culture – strong friendships • Proven projects – diversity of services and good balance of trying new opportunities • Equipment, e.g. BBQ trailer • Grants – accessing / success • Good social interaction • Successful fundraising • Diversity of members’ experience and qualifications • Honest group / Quiet achievers • Awareness / reputation in the community • Financially sound • Volunteering for events • Connections with other community organisations • Supportive, e.g. through COVID 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Part-time / inactive members • Lack of younger members • Lack of diversity of gender and cultural background • Governance / compliance for Not For Profits • Lack of leadership / organisational skills / training • Small group of core volunteers • Lack of proactive marketing / activities to seek new members • Lack of ‘self promotion’ of the Club and activities • Dinner meetings lacking engagement – ie. to attract more members and community to attend – less ‘business’ focus and make more interesting and informal
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Process / communication improvements • Matching skills to role and members • New activities and fundraising initiatives • Community Dinner every 2nd year – 2023 • “Friends of the Lions” • Recycle / reuse - The Gap State School – Sustainability Community Market • Networking – connections with schools; broader community; new Federal Member for Ryan; other Lions clubs; other community groups, e.g. in Bardon • Joint / shared dinner meetings with other Lions clubs • Membership drive • More social activities / guest speakers / alternative activity to guest speakers • Online marketing • Support members to be more proactive promoting the club and what they do 	<p>THREATS</p> <ul style="list-style-type: none"> • Ageing of members / decreasing member numbers • Pandemic / sickness • Skills in new technologies falling behind • Time-poor / availability of time • Complacency • Increased paperwork / governance rules • Competition for volunteers from other local community groups, for example, Rotary Club Ashgrove / The Gap, Ashgrove and The Gap RSL sub-branches, Communitify (Bardon), SOWN, seniors’ clubs, schools and sports clubs, Men’s Shed groups, scouts and guides and other interest groups

7. Strategic Priorities

The Lions Club of Ashgrove The Gap has developed short and long-term goals within four strategic priorities. The over-arching aims are to grow membership, retain and increase engagement with existing members, build greater brand awareness of the Club, implement operational improvements and to review and develop the Club's services and fundraising activities:

SHORT TERM (1 YEAR)

- Wider connections and networking – local / State / Government / business
- Build brand awareness – to make more people aware of what Lions do and how to get involved
- Maintain and refresh fundraising activities to be sustainable – look at new activities – have set goals to reach
- Right mix of services and fundraising
- New members – grow membership and diversity of members
- Member engagement – invigorate existing members and maintain / retain members
- Improve and streamline communications – both internal (eg. members newsletter) and external with the community

GOALS – LONG TERM (1+ YEARS)

- New fundraising activities – longer term approach – with set goals to reach
- New services – not necessarily to raise funds
- Growth of membership
- Leadership development and activities for all members
- Leadership program

Strategic Priorities	Membership	Services and Fundraising	Operations	Marketing
Goals	<ul style="list-style-type: none"> • Increase new membership • Reduce attrition of existing membership • Increase member participation 	<ul style="list-style-type: none"> • Review service and fundraising activities to ensure they meet the needs of the community and existing / prospective members, sponsors and key stakeholders • Define a services and fundraising activity plan – with set goals to achieve (eg. 10% growth on last year) 	<ul style="list-style-type: none"> • Improve member communications • Develop greater leadership capability • Build management and committee capability by utilising members’ experience, skills and strengths • Improve management of internal operations 	<ul style="list-style-type: none"> • Raise awareness of the Club’s brand in Ashgrove and The Gap (increased digital awareness, on website and social media) • Strengthen relationships with key local stakeholders to support Club objectives and activities • Increase member numbers (15-20 new members by end 2023)
Objectives	<ul style="list-style-type: none"> • Increase new membership - minimum of 15-20 new members by the end 2023 • Reduce current member attrition rate • Assess member satisfaction levels and preferences to identify ways to enhance their Club experience • Increase membership participation in activities by 15% by the end of 2022 • Increase attendance at meetings and dinners • Revive Leos Club to appeal to schools and families to create a membership funnel / pathway to Lions Club participation • Create a new business membership category attractive to local businesses and other groups or individuals ie. the ‘Friends of Lions’ category – including sponsorship options 	<ul style="list-style-type: none"> • Ascertain the needs of non-members to ensure activities are appealing and engaging to prospective new members • Ascertain the interests of existing members to re-engage / reinvigorate participation • Have a defined annual plan of service and fundraising activities / events in place by end 2022 	<ul style="list-style-type: none"> • Maintain a strong, united management committee to ensure a positive experience for all members • Develop a greater understanding of member needs, how to motivate them to increase participation and incorporate their ideas into new strategies • Implement a new internal communication strategy based on the factors identified above • Identify and build a skilled management / member team to deliver organisational objectives 	<ul style="list-style-type: none"> • Understand levels of local brand awareness and any misconceptions / barriers to participation to establish brand marketing priorities • Communicate new Lions goals and strategies to all key stakeholders • Increase support and sponsorship from local businesses – including the new ‘Friends of Lions’ membership with included sponsorship opportunities • Work with schools to assist in reviving the Ashgrove / The Gap Leos Club and to recruit families to membership of Lions / Leos

<p>Strategies</p>	<ul style="list-style-type: none"> • Conduct a survey of non-members and local businesses to define needs, areas of interest, motivational factors and barriers to entry (e.g. current perception of the Lions brand or lack of brand awareness) • Survey existing members to assess satisfaction / needs / new ideas - by end 2022 (eg. more partner dinners – less formal meetings; new venues) • Based on the results of both surveys, develop and deliver a new member recruitment campaign for 2023 • Clearly define Leo and Lions Club services and membership category offerings (Members Kit) and make these central in communications and marketing activities • Utilise Lions Australia membership building tools and strategies 	<ul style="list-style-type: none"> • Research, review and reset service and fundraising activities to meet the needs of stakeholders 	<ul style="list-style-type: none"> • Ascertain members’ preferred methods of communication, frequency and information needs • Identify the skills and capacity needed and encourage members to participate in achieving objectives • Implement an internal communication plan based on member and organisational needs • Utilise Lions Australia and other training tools to build leadership skills and capabilities 	<ul style="list-style-type: none"> • Use survey data and stakeholder feedback to develop a Strategic Marketing Plan for 2023 • Meet with key stakeholders to discuss support for Lions brand awareness strategies and membership recruitment activities in 2023 • Develop a plan to target potential new corporate sponsors (local businesses) • Develop a plan to engage with local schools to support the rebuilding of the Leos Club • Utilise Lions Australia and Ashgrove The Gap Lions Club 2022 anniversaries to promote the Lions brand
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<p>Key Projects / Activities</p>	<ul style="list-style-type: none"> • Create a member recruitment project group to plan and deliver recruitment activities • Develop the new 'Friends of Lions' membership category with clear benefits for local businesses – with sponsorship options included • Devise a new recruitment marketing plan with activities based on research, feedback and target profiles – to encourage individual members and business members • Develop content plans for all communication channels in line with recruitment and branding marketing strategies (website, social media, blogs and stories, newsletter, media and publications) • Inform current members and stakeholders of recruitment strategies to encourage their participation – provide them with the tools to promote membership 	<ul style="list-style-type: none"> • Use the member and non-member survey results and feedback from key stakeholders and businesses to review and set an activity plan for 2022/23 to ensure a balance that addresses the values and needs of the community, existing and incoming members and sponsors and which complements the activities of partner and other local organisations • Consider both services and fundraising activities • Consider the new services as suggested by members – to determine viability 	<ul style="list-style-type: none"> • Conduct member satisfaction / feedback surveys – minimum annually • Assess current skills and capabilities in line with strategic aims to identify how to address gaps – undertake Members Skills Audit • Recruit appropriately skilled members into strategic roles (eg. online / marketing skills are required) • Implement an issue management process and immediately address and resolve issues as they emerge • Implement a new process to store all key Club documents and communications in one accessible location– ie. Dropbox 	<ul style="list-style-type: none"> • Refer to brand and membership marketing activities • Update the Ashgrove The Gap Lions Club website and ensure content is managed to remain current • Ensure Members Kits and membership benefits brochures are kept up-to-date and distributed • Communicate with all local politicians to introduce Lions and discuss possible support activities • Present the new Lions strategies to all current key stakeholders to raise awareness and discuss ideas for support activities • Provide support to other local community groups to increase connections within the broader community
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<p>Key Projects / Activities (continued)</p>	<ul style="list-style-type: none"> • Remind existing members about the referral program / process • Seek opportunities to present Lions membership to community groups that fit the target member profile • Conduct a letter drop introducing the Lions, activities and benefits of membership to target areas in Ashgrove and The Gap • Use community social media channels and those of key partner groups to promote membership, tell member stories and highlight activities • Review the current 'welcome pack' for new members and volunteers, adapt where necessary • Review the Member Recognition program (awards / prizes / social events) to ensure members feel appreciated, acknowledged and motivated • Devise a 'roster' for members to undertake community activities and contribute to Lions goals 			<ul style="list-style-type: none"> • Determine potential new events to attend in Ashgrove and The Gap • Utilise Lions Australia recruitment tools to assist with marketing activities • Use the Lions 75th Anniversary Year marketing materials to raise awareness of the Club and membership benefits • Discuss opportunities with The Gap Ward office to include Lions information in welcome letters to new residents • Publish a regular and accessible e-newsletter for the local community and members – build a database of recipients through survey / events / website / social media activities
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8. Business Model Matrix

<p>Key Products and Services</p> <ul style="list-style-type: none"> • Local event organisation and participation (Lions and community events) • BBQ stalls at local events and at Bunnings • Support and fundraising for charities – local, national, international • Assistance to and promotion of other local groups events and activities • Youth support and development activities • Emergency relief for natural disasters 	<p>Key Customers</p> <ul style="list-style-type: none"> • Existing members and volunteers • Other local community groups • Fundraising beneficiaries – local, national, international • Local events or businesses – events and catering • Local residents – event attendees and potential members • Local residents – new incoming residents and potential members • Local schools – participation in youth programs • Local, State and Federal Government bodies and representatives • Lions Australia and Lions International
<p>Strategic Partners</p> <ul style="list-style-type: none"> • Other local community groups • Local businesses • Sponsors and contributors • Local, State and Federal Government bodies and representatives • Lions Australia and Lions International 	<p>Distribution Channels</p> <ul style="list-style-type: none"> • Word-of-mouth – existing members and volunteers, residents and stakeholders • Event participation and information stands • Lions Club merchandise • Networking activities • Brochure - local distribution • e-Newsletters • Local posters, radio, newspaper, community social media • Volunteer listing websites • Online marketing – website and social media (Facebook, LinkedIn, Instagram) • Partners e.g. sponsors / community groups / local businesses / government contacts

9. Marketing Overview

The marketing strategies and objectives developed support the overall business goals for The Lions Club of Ashgrove The Gap.

Marketing Objectives

The 3 key marketing objectives for The Lions Club of Ashgrove The Gap are:

1. Increase awareness of the The Lions Club of Ashgrove The Gap brand and activities
2. Increase membership through member retention and new member recruitment – including business members and sponsorships
3. Strengthen strategic stakeholder relationships

These three marketing objectives support the overall goals of The Lions Club of Ashgrove The Gap as noted previously.

Detailed marketing activities for each of these areas of strategic priority should be developed and documented in a comprehensive Strategic Marketing Plan. The Plan should include details for the activities recommended on pages 15 to 17.

Key marketing activities suggested are:

- New website
- Consistent social media – with the right mix of messaging – engaging, educational, inspiring, fun, and to encourage participation (for membership and for events and activities)
- Professional newsletter – for members and community
- Partners engagement and sponsorships - incl other local groups, businesses, schools and government
- Brochures for individual membership and for business membership (ie. 'Friends of Lions' membership / sponsorship opportunities)

10. Staffing and Volunteers

Employees

The Lions Club of Ashgrove The Gap has no paid staff and is wholly dependent on members and volunteers to undertake committee roles, tasks and events.

Volunteers

The association has a small group of committed volunteers and members (mostly the committee) who undertake all the tasks required.

Members and volunteers are responsible for the following activities:

- Organise events – equipment, setup stalls, coordinate volunteers, book venues
- Apply for event permits
- Manage food stalls
- Cook and serve food at events
- Clean up and wash dishes
- Organise music and entertainment
- Manage meetings
- Committee and management tasks – e.g. treasurer, president, secretary roles
- Marketing tasks (to be implemented)

Volunteers are crucial to the success of the Club. How to engage with and recognise volunteers for their efforts needs to be considered and included as part of the membership benefits. For example, a free volunteer meal at an event; annual awards to acknowledge the contribution of key volunteers; a small Christmas gift as part of the Christmas celebrations. Other ideas and suggestions should be considered and discussed by the Committee.

11. Financial Summary

Overview

The Lions Club of Ashgrove The Gap is a not-for-profit incorporated association, which aims to raise funds for a range of community and charitable causes. Funds are distributed as follows: 70% to the local community, 20% to state and national causes or projects, and 10% to international projects. The Club has no long-term liabilities or debt. The Club is currently financially healthy, and it is not expected that this would change in the short-medium term (for the next few years).

The Club receives very minimal financial support through sponsorships or grants. The potential for the group to increase income through sponsorships and grants should be considered.

Note: to implement this business plan and the associated marketing suggestions, budget needs to be allocated for these costs.

Potential Income Sources and Opportunities

The following are suggested as potential sources of funding for The Lions Club of Ashgrove The Gap:

1. Government grants for local community groups (not-for-profit charity groups) – a business and marketing plan will assist with this process
2. Local business sponsorship (eg. the Friends of Lions project)
3. Providing services to other groups, businesses, charities, events (eg. fundraising catering opportunities)
4. Fundraising activities: e.g. community BBQs at Bunnings

The tables in the below two pages show the summary of expenses and income for the last 2 years and estimated for 2023:

**LIONS CLUB OF ASHGROVE/THE GAP INC.
ANNUAL INCOME & EXPENDITURE
FOR THE YEARS ENDED 30 JUNE 2022, 30 JUNE 2021
AND ESTIMATED YEAR ENDED 30 JUNE 2023**

OUR COMMUNITY

	ESTIMATED		
	2023	2022	2021
	\$	\$	\$
INCOME			
Trek2Health Sausage Sizzles (Net)	12,500	6,108	3,343
Serenata Singers (Net)	2,899	0	0
Melbourne Cup Trifecta (Net)	2,367	2,269	2,289
Christmas Cakes (Net)	10,700	8,742	4,827
Youth of the Year (Club, District. Region)	(140)	(362)	(967)
Payne Road State School Share Raffle/Auction	0	0	3,266
Cancer Council Qld Daffodil Day	6,235	5,557	0
Raffles	1,777	1,276	3,621
Plant Sales	2,615	1,656	1,309
Sundry Income	23	1,249	9
Donations	0	100	622
	<u>38,976</u>	<u>26,595</u>	<u>18,319</u>
EXPENDITURE			
Donations	31,923	21,654	12,549
Multiple Dist & Dist dues	877	790	919
Insurances	1,266	1,269	853
Trailer registration and Repairs	562	382	229
Guest speakers & Guests dinners	400	2,287	355
Uniting Church Lease Payment for Shed Site	500	500	1,000
Anzac Day/Other wreaths	180	170	170
Promotion Brochures	0	145	120
Eftpos charges	700	684	638
Equipment/ Shed Repair	11	10	958
General Expenses	306	15	327
	<u>36,725</u>	<u>27,906</u>	<u>18,118</u>
SURPLUS/(DEFICIT)	<u>2,251</u>	<u>(1,311)</u>	<u>201</u>

**LIONS CLUB OF ASHGROVE/THE GAP INC.
ANNUAL INCOME & EXPENDITURE
FOR THE YEARS ENDED 30 JUNE 2022, 30 JUNE 2021
AND ESTIMATED YEAR ENDED 30 JUNE 2023**

OUR CLUB

	ESTIMATED 2023 \$	2022 \$	2021 \$
INCOME			
Membership Fees and Joining fees	7,126	6,876	6,192
Dinner Dues and Xmas Party	16,000	17,100	11,074
Raffles, Ricki Ticki, Sale Desserts	1,500	1,345	1,158
Shirts, badges, hats	569	104	70
Christmas Party Raffle	0	365	250
Donation	0	0	500
Grants Received	0	19,128	0
Sundry Income	202	110	215
Anniversary Dinner and History Books (net)	485	0	0
	<u>25,882</u>	<u>45,028</u>	<u>19,459</u>
EXPENDITURE			
Catering costs	16,000	16,906	11,678
Bulletins	145	108	48
Ricki Ticki and Raffle prizes	370	378	250
Room Hire	700	780	405
Shirts, Badges, Hats and Aprons	986	291	348
Honour Board and Banner patches	110	88	88
International, Multiple District & District Dues	6,303	6,194	5,643
Members Outings Net costs	0	15	314
Wreaths, Flowers, Gifts and Awards	220	377	459
Printer, printing, ink, stationery, postage	66	160	42
P O Box Rental	229	216	205
Annual return fee	59	58	57
Convention Costs	0	370	0
Insurance	61	50	0
Zoom Meeting costs	277	277	346
General Expenses	330	276	295
Gambling Community Benefit Fund Grant Outlays	767	16,741	20,565
	<u>26,623</u>	<u>43,285</u>	<u>40,743</u>
SURPLUS/(DEFICIT)	<u>(741)</u>	<u>1,743</u>	<u>(21,284)</u>

This plan was developed for The Lions Club of Ashgrove The Gap – completed in June 2023.

The plan was developed by:

Melanie Grevis-James
Planet Marketing



Appendix 1: Risk Identification

Risk	Probability of occurrence (High/Med/Low)	Impact if it occurs (High/Med/Low)	How it is managed
Decline in members and volunteers	Medium	High	<ul style="list-style-type: none"> a) Membership drives – proactively promote membership b) Attractive member benefits c) Keep volunteers and members engaged through social activities and acknowledgement and recognition program
Pandemic – either another wave of COVID-19 or another disease	Medium	Medium	<ul style="list-style-type: none"> a) Social distancing b) Good hygiene practices c) Diverse income streams
Natural disasters at events / venues - bushfire & flood	Low	High	<ul style="list-style-type: none"> a) Bushfire plan b) Evacuation plan c) Flood mitigation strategy
Increased competition from other community groups	High	Medium	<ul style="list-style-type: none"> a) Review activities to provide wide-ranging appeal b) Maintain proactive marketing and proactive engagement with the community and members
Regulatory, governance & environmental requirements / changes	Medium	Medium	<ul style="list-style-type: none"> a) Ensure all governance items are checked annually b) Follow best-practice management c) Adopt sustainable / eco-friendly practices and products wherever possible
Financial - incidents e.g., injury / fraud	Low	Medium	<ul style="list-style-type: none"> a) Adequate insurance policy b) Workplace health and safety procedures / manual c) Regular maintenance program to detect any safety issues with equipment d) Clear guidelines and management / access to bank accounts and key club documents

Risk	Probability of occurrence (High/Med/Low)	Impact if it occurs (High/Med/Low)	How it is managed
Financial - loss of grant funds and sponsorship	Medium	High	<ul style="list-style-type: none"> a) Improve income streams from other sources b) Keep operating costs very low and manage funds carefully c) Keep funds in reserve to cover unexpected costs
Fire or Theft	Medium	High	<ul style="list-style-type: none"> d) Keep equipment and assets in a safe location e) Insurance policy to cover fire and theft of equipment / assets
Club's reputation	Low	Medium-High	<ul style="list-style-type: none"> a) Member and volunteer guidelines and rules of conduct – as part of membership information b) Social media policy for members e.g., Facebook c) Complaints and issues handling procedures