

Triathlon ACT Inc.



TRIATHLON

Australian Capital Territory

STRATEGIC PLAN

2010-2013

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1. Introduction

This Strategic Plan sets out Triathlon ACT's (TACT's) objectives, values and vision together with key strategic challenges and priorities for the next three years. In doing so, it provides guidance for TACT, funding bodies, our sponsors, affiliated clubs, our members and supporters and the sport's national governing body, Triathlon Australia, on what we do, how we go about it, and what we intend to achieve over the next three years.

The plan has been developed in consultation with affiliated clubs and our membership. It will be used extensively by the TACT Committee and the TACT Office to guide our service delivery.

When necessary, the plan will be updated to reflect the ongoing development and needs of triathlon and the strategy set by Triathlon Australia.

The plan has been updated in May 2010 to align with the Triathlon Australia (TA) Strategic Plan 2010-2015.

2. Purpose, Values and Vision

Purpose

Triathlon ACT Inc. (TACT) is the peak body in the ACT for the sport of triathlon and related disciplines of duathlon and aquathlon.

The purpose of TACT is to further the interests of triathlon in the ACT. TACT's business, as set out in the objects of the Association¹, is as follows:

- (a) to promote, advertise and deliver triathlon, duathlon and aquathlon events for its members and members of the public
- (b) to liaise with, and where appropriate, to sanction affiliated clubs or event promoters to deliver triathlon, duathlon and aquathlon events in the ACT
- (b) to ensure TACT delivered or sanctioned triathlons, duathlons and aquathlons are conducted in the best interests of participants and the sport of triathlon
- (c) to promote interest in triathlons, duathlons and aquathlons in the ACT and surrounding region;
- (d) to promote good fellowship among those interested in triathlons, duathlons and aquathlons;
- (e) to facilitate the education, training, coaching and encouragement of members of the association;
- (f) to do all such things and acts conducive to the furtherance of the objects and interests of the association

¹ As per the Constitution, Triathlon ACT Inc, March 2007.

Values

The TA core brand values are: healthy, enjoyment, belonging and achievement.

In addition, TACT has the following values:

Professionalism by providing advice and services of high quality and safety

Responsiveness by meeting the requirements of funding bodies, sponsors, members and supporters

Efficiency by using resources responsibly and cost-effectively

Mutual respect by treating all people with respect and courtesy

Inclusiveness by welcoming all people to the sport and supporting participants in a friendly manner

Vision

Triathlon will be a high profile sport in the ACT with growing participation rates from all age groups and competitor levels supported by highly professional leadership and administration.

3. Challenges facing TACT

TACT is faced with a number of issues which have been addressed in this Strategic Plan:

- sustainable finances
- effective corporate governance
- retention of members
- decline in male membership (relative to 1996 levels)
- volunteer coverage for events

- over-reliance on, and/ or excessive workload for, key personnel
- partnerships with affiliated clubs
- contingency planning for events

The following outcomes reflect what TACT wants to achieve or continue achieving over the next three years:

- financial stability and growth
- maintained and, if possible, increased levels of sponsorship and external funding
- effective governance arrangements and management and administrative practices
- effective volunteer management plan
- membership growth
- strengthened partnerships between TACT and affiliated clubs
- diverse and full race calendar with increased participation and marketability
- sustained reputation for professional and low risk service delivery.

4 Short and long term objectives and key performance areas

Objectives

Key results areas

TACT has aligned its key results areas (KRA's) with the TA strategic plan, but has retained 'finances' as a separate category given its importance. KRAs and focus areas are as follows:-

<u>KRA</u>	<u>Focus areas</u>
Events	Race directors; volunteer training and recognition; event calendar; involvement of affiliated clubs annual planning schedule; contingency planning
Membership	Value proposition; Membership growth and retention; membership packages and benefits; novice programs and retention of novice members
Participation	Value proposition, clubs, coaches, website; communication; promotion
High performance	Coaching accreditation and retention of coaches; junior development/ pathway
Brand	Private sponsorship; government funding; website; communication; promotion
Finances	Forecast cash-flow, balance sheet, profit and loss, operational budgets; event budgets; financial management and administration
Organisational Excellence	Role of TACT committee and staff, role of affiliated clubs; policy development; legal compliance; strategic direction; risk; planning; performance monitoring and review

5. Key Performance Areas - Strategies, Actions, Performance Outcomes and priorities

KEY PERFORMANCE AREA: Events

Goal: To maintain high quality events and a diverse calendar in the ACT

Objective: To ensure TACT provides events of appropriate quality at affordable prices through leadership and collaboration.

ACTION PLAN

Strategies	Actions	Who Resp.	Forecast	Performance Outcome
Race delivery	<ul style="list-style-type: none"> Develop annual planning schedule for all races Develop annual race calendar Deliver scheduled races Have contingency plans in place for all races 		<p>Planning schedule setting out key planning and delivery dates for all races in place by August each year</p> <p>Annual race calendar in place by August each year</p> <p>All races delivered successfully as scheduled</p> <p>Contingency plans in place, at least one month in advance, for all races</p> <p>Accurate and timely reporting to Committee on each race, including number of participants, race management and organisation, volunteers, finances, ideas for future races</p>	High
Volunteer recruitment and retention	<ul style="list-style-type: none"> Implement, and monitor success of, 	Committee	Have sufficient volunteers in	High

	<p>volunteer incentive package</p> <ul style="list-style-type: none"> Recognise volunteers 	EO	<p>place for each race by three days in advance of event</p> <p>Race reports to Committee to cover volunteers</p> <p>Suitable recognition arrangements for volunteers in place</p>	
Race directors	<ul style="list-style-type: none"> Identify suitable people to be race directors Remunerate according to experience Provide training and ongoing mentoring 	Committee EO	<p>Have suitable race directors allocated to each TACT race prior to the start of the race season.</p> <p>Event reports to include input from race directors</p> <p>Back up/ succession for race directors</p>	High
Technical officials	<ul style="list-style-type: none"> Ensure program is in place to provide adequate numbers of accredited technical officials 	Committee		Medium
Engage local community to assist in organising races	<ul style="list-style-type: none"> Identify races that could be 'outsourced' Prepare suitable RFT and circulate to clubs and other suitable bodies 	Committee	Determine whether race suitable to be 'outsourced' and advertise accordingly.	Medium

KEY PERFORMANCE AREA:	Membership (see also Brand KRA)
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Goal: Attract new members and retain current members

Objective: Grow the membership

ACTION PLAN

Strategies	Actions	Who Resp.	Forecast	Performance Outcome	Priority
Membership	<ul style="list-style-type: none"> Ensure there are tangible benefits of membership – create a value proposition delivering tailored benefits to member categories - and communicate to members Review membership fees Target age groups where membership has decreased over time (males 20 to 50 years) Streamline interface as much as possible for renewal of membership on-line Development officer to visit schools and business houses Retain novices 	Executive Officer Committee		Membership numbers increased over 2007-08 levels	High

KEY PERFORMANCE AREA:	Participation (see also Brand KRA for communication and promotion)
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Goal: Grow participation in the sport of triathlon by providing leadership and increased opportunities

Objectives: Grow participation

Strategies	Actions	Who Resp.	Forecast	Performance Outcome	Priority
Grow participation	<ul style="list-style-type: none"> • Development officer to visit schools and businesses • Retain novices • Target non-member participants • Target related sports such as cycling, swimming and athletics; • Run novice series • Run corporate triathlon • Support the novice programs conducted by affiliated clubs • Use participant database to develop promotion strategies 	Executive Officer Dev. Officer		Increased competitor numbers (%) Increased novice participation (%) Increased participation in Phillips Fox (%) Gain funding / sponsorship to assist clubs with novice development	High
Develop and retain coaches	<ul style="list-style-type: none"> • Appoint a coaching director • Provide incentives for existing coaches to assist new coaches to become accredited (including level 'O' accreditation) • Identify how TACT can support new coaches • Hold coaching courses in the ACT or identify suitable courses elsewhere for ACT participants 	Executive Officer Committee		Gain funding/ sponsorship for a coaching director Increased number of Level O, 1 and 2 accredited coaches.	High
Trystars	<ul style="list-style-type: none"> • Investigate potential for increased participation • Pathway from Trystars to JDS/ JPS/ TACT membership • Recruit additional volunteer support • Pathway from Weetbix series to Trystars 			Increased participation in Trystars series Retention of Trystars participants in sport Back-up/ succession for Trystars volunteers	

KEY PERFORMANCE AREA:	High Performance
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Goal: Sustained nationally competitive performance through the provision of an effective and efficient athlete and coach pathway

Objective: To ensure TACT provides services to support and develop high performance triathletes

ACTION PLAN

Strategies	Actions	Who Resp.	Forecast	Performance Outcome	Priority
Develop and retain coaches	<ul style="list-style-type: none"> • Appoint a head coach, assistant coaches and manager for the JDS/ JPS • Succession plan for JDS/ JPS coaching • Recognise coaching performance 	Executive Officer Committee		JDS/ JPS Head coach, assistant coaches and manager appointed annually Succession plan in place for JDS/ JPS Annual coach award	High
Junior pathway	<ul style="list-style-type: none"> • Provide and support junior high performance pathway (Junior Development Squad (JDS)/ Junior Performance Squad (JPS)) • Work with clubs to provide suitable training programs • Liaise with ACTAS for programs for elite juniors • Improve communication with parents of JDS participants and other young competitors • Recruit additional volunteer support 	Committee Dev. Officer		Junior squad success (results/ ranking) Annual JDS/ JPS budget developed and approved by TACT Suitable honorariums paid to junior pathway coaches/ manager JDS/ JPS Parents' Committee established	High
High performance athletes	Conduct high performance race <ul style="list-style-type: none"> • Recognise high performance athletes 				

KEY PERFORMANCE AREA:	Brand
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Goal: To develop the brand of triathlon so as to increase external investment in the sport

Objectives: To increase private sponsorship and government funding, and enhance communication and promotion

ACTION PLAN

Strategies	Actions	Who Resp.	Forecast	Performance Outcome	Priority
Increase private sponsorship	<ul style="list-style-type: none"> • Identify suitable commercial partners • Develop/ maintain relationships with commercial sponsors • Deliver on expectations 	Committee EO		Increased levels of sponsorship compared to 2007-08 levels Cash 2007/2008 In kind value 2007/2008	High
Increase government funding	<ul style="list-style-type: none"> • Identify government funding opportunities and structure programs appropriately (eg obesity/ diabetes prevention/ reduction; women/ children). • Implement required policies • Develop and sustain effective working relationships with key personnel in government funding agencies (eg, ASC, ACT Sport) 	Committee EO		Increased government funding for operational budget (%) Increased government funding for Canberra Capital (%) Source government funding for corporate and junior development. Ensure adequacy of cash flow for race delivery (amount and timing)	High

KEY PERFORMANCE AREA:	Finances
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Goal: To ensure TACT delivers professional financial management and administration

Objective: To achieve a net annual profit

ACTION PLAN

Strategies	Actions	Who Resp.	Forecast	Performance Outcome	Priority
Forecast cash-flow, profit and loss, balance sheet	<ul style="list-style-type: none"> Set annual budget Review monthly revenue/ expenditure against budget projections Review monthly forecast cash flow projections 	Treasurer Bookkeeper		Annual budget set by 30 June of relevant financial year. TACT to at least break even financially each FY % variance from budget	High
Operational budgets	<ul style="list-style-type: none"> Set budgets for each major operational area Review monthly 	EO Treasurer		Budgets for each operational area set by 30 June of the relevant financial year. % variance from budget	High
Event budgets	<ul style="list-style-type: none"> Set budgets for each major event Acquit race income and expenditure following each event Review budgets prior to start of new race season to determine new fees 	EO Committee Treasurer		Event budgets set at least 30 days prior to the event. Event income and expenditure in relation to budget reviewed no later than 2 weeks after the event. % variance from budget Event reporting to Committee (as per Events KPA)	High
Financial management and administration	<ul style="list-style-type: none"> Monthly financial reporting to Committee Accurate and up-to-date financial records Sound financial systems and processes 	EO Treasurer Bookkeeper		Monthly financial reports to Committee Unqualified external audit report	High

KEY PERFORMANCE AREA:	Organisational Excellence
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Goal: To ensure TACT complies with sound principles of corporate governance

Objective: To achieve sound strategy formulation, policy making, monitoring and review, legal compliance, control of risks, and provide accountability to members

ACTION PLAN

Strategies	Actions	Who Resp.	Forecast	Performance Outcome	Priority
Strategic plan in place and reviewed annually	<ul style="list-style-type: none"> 3 year strategic plan in place Annual review of strategic plan 	Committee		3 year strategic plan in place Annual review and update by 30 June	High
Operational plan in place and monitored six monthly	<ul style="list-style-type: none"> Annual operational plan in place Six monthly report by EO to Committee 	Committee EO Committee EO		Operational plan in place by 31 July of relevant financial year. Six monthly performance reporting (by end December and end June).	High
Policies in place to meet legal requirements and Triathlon Australia requirements	<ul style="list-style-type: none"> Required policies in place 	EO Committee EO Committee		List of current and required policies developed Policies developed as required	High

Respective roles and responsibilities of Committee and staff are specified and implemented	<ul style="list-style-type: none"> • Delegation structure in place • Roles of individual committee members are specified and implemented • Each affiliated club to be represented on Committee 	<p>Committee</p> <p>Committee</p> <p>Affiliated clubs</p>		<ul style="list-style-type: none"> • Delegation structure in place • Roles of individual committee members are specified and implemented <p>Back up/ succession arrangements for Committee members in place</p>	High
Integrity in financial reporting	<ul style="list-style-type: none"> • Treasurer to provide monthly financial report to Committee • Annual auditing of financial statements 				
Sound system of risk oversight and management and internal control in place	<ul style="list-style-type: none"> • Risk assessment undertaken • Controls in place to manage risk • Sound financial management systems and processes (as per finances KPA) 	Treasurer		<p>Areas of high or medium residual risk actively managed.</p> <p>Financial procedures are documented</p> <p>Staff are trained in MYOB and financial processes</p>	
Legal and other obligations to all legitimate stakeholders are met	<ul style="list-style-type: none"> • Funding bodies • Sponsors • ACT Association • Affiliated Clubs • Members 			<ul style="list-style-type: none"> • Annual report • AGM • Annual feedback from affiliated clubs • Retention of sponsors/ funding 	

6 Monitor and review of the plan

The Strategic Plan must be reviewed annually by the Committee.

Members of the Committee will be responsible for their designated areas and must provide a short oral report on their areas of responsibility at meetings of the Committee.

In accordance with the Constitution, the Committee has overall responsibility to members for the implementation and review of the Strategic Plan and other functions of the Association.

The yearly review will take place prior to the end of each financial year 30 June.

To achieve implementation of the strategic plan, an annual operational plan must be prepared by 31 July of the relevant financial year. The plan must be consistent with the strategic plan, and set out targets for the year. Implementation of the operational plan will be reviewed six monthly.

Attachments

A Environmental Analysis

The SWOT analysis aims:

1. to help identify where TACT is now; and
2. to assist TACT to develop a strategy that will utilise the association's strengths, manages its weaknesses, take advantage of opportunities, and minimise the impact of those threats that become real.

The goals, objectives and strategies in this Strategic Plan aim to bridge the gap between where TACT is now and the vision of where TACT wants to be in the future.

Environmental Analysis

	Strengths	Weaknesses
Internal Environment	<p>Our STRENGTHS in the internal environment:</p> <ul style="list-style-type: none"> ➤ People – Executive Officer and staff ➤ Events ➤ Membership ➤ Affiliated Clubs ➤ Committee ➤ Government funding and commercial sponsorship ➤ Track record 	<p>Our WEAKNESSES in the internal environment:</p> <ul style="list-style-type: none"> ➤ Financial sustainability ➤ Not enough volunteers ➤ Over-reliance on key personnel ➤ Lack of succession planning ➤ Lack of key race personnel and crew ➤ Difficulty in sustaining a junior pathway
	Opportunities	Threats
External Environment	<p>Our OPPORTUNITIES in the external environment:</p> <ul style="list-style-type: none"> ➤ Strategic alliances with other organisations; ➤ Olympic / World Championship legacy ➤ Regional New South Wales, in particular, the coast ➤ Fight against obesity, Type 2 diabetes 	<p>THREATS in the external environment:</p> <ul style="list-style-type: none"> ➤ Economic downturn ➤ Decline in corporate support ➤ More organisations seeking funding from government ➤ Changes in government policy placing risk on funds ➤ Rising costs ➤ Insurance ➤ Risks associated with holding events ➤ Changes in government approval making approvals difficult ➤ Lake closures

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ORGANISATIONAL STRUCTURE

