

## **ACT VETERANS ATHLETIC CLUB**

### **STRATEGIC PLAN 2008-2010**

#### **Strategic Plan Overview 2008-2010**

**The club will develop athletic services for individuals aged 30 years and older in the areas of**

- programs and events
- membership support
- administration
- finance and
- marketing.

The club will develop its services to achieve and promote

- Openness – membership for individuals aged 30 and older
- Leadership – alert to and welcoming change to enhance membership services at community, national and international levels
- Voluntarism – members responsible for activities, utilising skills and abilities of all members
- Professionalism – decisive and ethical actions within a voluntary executive and committee framework
- Diversity – programs catering for the skills and abilities of members
- Financial sovereignty – programs funded from membership/participant contributions and less reliance on government funding
- Community focus – programs and events promoted in the ACT community as part of community interests and activities
- Responsibility – club capable of fulfilling statutory obligations and responding to members' and community expectations

| <b>Key Area</b>         | <b>Aim</b>  | <b>Actions</b>  | <b>Outcomes</b>   | <b>Responsibility</b>    | <b>Time Frame</b> |
|-------------------------|---|---|---|--------------------------|-------------------|
| <b>1/Member Support</b> | To retain and increase membership by supporting members in sporting and social ways and ensuring policies are known and understood. | A/Member needs surveys, including review of past surveys, to ascertain services wanted.   | Surveys completed/ results analysed and implemented after directions from committee | Committee, SubCommittees | On-going          |
|                         |   | Consolidate existing, and develop further, sponsorships with better promotion of benefits   | Increased sponsorships, tangible benefits to members.                               | Committee, SubCommittees | On-going          |
|                         |   | C/Current "caring" services such as condolences, Baby-sitting, hospital visits etc. to be better coordinated & further developed. | Caring services profile increased, coordination improved, responsibility defined.   | Committee, SubCommittees | On-going          |
|                         |   | D/Promote better knowledge of policies, process of policy development & impact on club.   | Policies codified and published   | Committee, SubCommittees | On-going          |
|                         |   | E/Consolidate policies & publish on club website.   |   | Committee                | On-going          |
|                         |   | F/Produce a manual of club policies for committee members   |   | Committee, SubCommittees | On-going          |

| Key Area | Aim  | Actions  | Outcomes   | Responsibility  | Time Frame |
|----------|--|--|--|---|------------|
| 2/Events | To provide events which members, both present & future, want, ensure they are well promoted & to have venues where they can be held. | A/Develop online, real time information database of what members want.   | Information base developed and published on website; hard copy on request                        | Committee   | End 2008   |
|          |  | B/Introduce innovative programs (some used in the past). Continue search for new events.   | New events introduced  | Handicap SC, Competition SC                               | Early 2009 |
|          |  | C/Outfit new member helpers, "buddies", in instantly recognisable outfits  | Higher retention of members  | Member Services SC  | Mid 2008   |
|          |  | D/Re-define some events from "championship" to "carnival".   | Higher participation rates in events by both competitors and officials.                          |   |            |
|          |  | E/Increase number of members officiating/supporting/assisting through a skills audit of club members & provide training programs. Develop information base of what members want to contribute to club activities.    |  | Committee   | Ongoing    |
|          |  | F/Undertake appraisal of club IT provision.  | Cost effective IT support provided; continuous review and modifications implemented as necessary | Committee, Member Services SC                             | 2008       |
|          |  | G/Provide IT support sufficient to meet the needs of club events.  |  | Committee   |            |
|          |  | H/Investigate changes in IT to provide most cost effective systems.  |  | Committee   |            |
|          |  | I/Develop training program for IT operational support  |  | Committee   |            |
|          |  | J/Event managers, Members Services, Walk/Run Handicap SC and T&F Competition Sub-SC monitor IT practice & report to Committee.   |  | Committee, Handicap SC and Competition SC                 |            |
|          |  | K/Investigate, in conjunction with other athletic service providers, the need for a community owned, all weather athletics track in the ACT. Lobby government as appropriate. Stromlo Forest Park possible location. | Active lobbying of government, agencies and business   | Committee, Member Services SC, Special Purpose Task Force | By 2011    |
|          |  | L/Lobby government for improvements to the Masson St throwing area.  |  | Committee   |            |
|          |  | M/Investigate and recommend alternative venues for track and field, handicaps, fun runs  | Facilities available in line with club needs & plans   |   |            |
|          | N/Collaborate with like organisations to ensure development of community facilities  |  |  |   |            |

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|-------------------------|--|---|---|-----------------------|-------------------|
| <b>3/Administration</b> | To provide an ongoing mentoring program for those with a role, or wishing to have a role in club administration, with club administration supplemented by a paid Administration Officer. | A/Develop capacity to employ a paid (contractor) officer. Seek assistance from AMA, AAF, AA, government agencies, business organizations, sponsorships. | Funding available for paid officer (contractor).                  | Committee             | On-going          |
|                         |  | B/Develop job description, selection criteria & contract for possible contractor.   | Employment conditions developed.                                  | Committee             |                   |
|                         |  | C/Identify key members able to provide mentoring, particularly in events & activities   | Key mentoring personnel identified & training programs developed. | Committee             |                   |
|                         |  | D/Provide position specific mentoring program for members.  |   | Committee             |                   |
|                         |  | E/Appoint understudies to all key club administrative positions.  | Understudies appointed & operational.                             | Committee             |                   |
|                         |  | F/Provide key administrative personnel with club policies document.   | Club policies document developed.                                 | Committee             |                   |
|                         |  | G/Provide orientation programs for members new to club administrative positions.  |   | Committee             |                   |
|                         |  | H/ Acquaint committee members with club constitution, Incorporation Act & Regulations.  | Committee members orientation program provided                    | Committee             |                   |
|                         |  | I/  |   |                       |                   |

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|------------------|---|---|--|-----------------------|-------------------|
| <b>4/Finance</b> | To become more financially independent with the proportion of ACT government funding diminishing over time. | A/Find savings, particularly in the IT area, but maintain quality.  | Savings made in budget areas, particularly IT.                 | Committee             |                   |
|                  |   | B/Increase revenue through initiatives such as sponsorships, grants from non- government agencies, grants from non-traditional government agencies. | Proportion of ACT government funding lessens each year.        | Committee             |                   |
|                  |   | C/Seek link/collaboration with an ACT services club.  | Link made with ACT services club                               | Committee             |                   |
|                  |   | D/Identify & introduce fund raising events, both athletic & social.   | Fund raising events developed                                  | Committee             |                   |
|                  |   | E/Consider the use of a professional fund raiser.   |  | Committee             |                   |
|                  |   | F/Review member fees & event charges.   | Member fees & charges reviewed.                                | Committee, Admi<br>SC |                   |
|                  |   | G/Ensure timeline & process in place to take advantage of funding opportunities.  | Process developed for quick response to funding opportunities. | Committee             |                   |
|                  |   | H/Gain AMA support for initiatives.   | National AMA capacity increased                                |                       |                   |

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|--------------------|---|--|--|-----------------------------------|-------------------|
| <b>5/Marketing</b> | To develop a significant presence in the community leading to increased membership. | A/Improve club marketing efforts through media, particularly radio & web.          | Increased club membership  | Admin SC                          |                   |
|                    |   | B/Join with like organizations to develop common initiatives.                      | Initiatives developed with other organizations                                   | Committee                         |                   |
|                    |   | C/Develop community activities for the community in the community.                 | Club recognised in more areas of the community                                   | Membership Services SC            |                   |
|                    |   | D/Initiate athletics challenges against non-traditional organizations.             |  | Membership Services SC            |                   |
|                    |   | E/Develop blanket coverage of club posters in region.                              |  |                                   |                   |
|                    |   | F/Initiate continuous presence in community places.                                | Increased community awareness and support  |                                   |                   |
|                    |   | G/Regularly contact key community decision-makers through email & media releases.  | Key community decision- makers more aware of club & its activities.              |                                   |                   |
|                    |   | H/Undertake review of current name.  | Attractive to younger demographic, increased membership, International alignment | Membership Services SC, Committee | 2009              |
|                    |   | I/Find complementary descriptor for club name.                                     | Increase capacity for club to present programs                                   | Committee                         |                   |
|                    |   | J/Undertake market research on current & potential member attitudes needs & wants. | Better alignment of club services to members' wants                              | Sub Committees                    |                   |
|                    |   | K/Seek assistance from government agencies/academia for market research.           | More effective use of club volunteers and resources                              | Committee                         |                   |