

LAUNCESTON
TRIATHLON



STRATEGIC PLAN

2022 - 2025

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I. Introduction

This strategic plan has been developed to provide us the Launceston Triathlon Club (LTC) direction for the future, and a structured, planned, consistent and methodical approach in line with the growth and development of our Club.

A working group of Committee members attended a planning session to prepare a draft Strategic Plan (referred hereafter to as the Plan) in October 2022.

Prior to the planning session we distributed a survey to members which invited feedback and ideas as to the past, present and future of our Club, with a high rate of returns. Valuable information was gained from the consultation process.

The working group that attended the planning session included:

Diane Webb, President

Tania Gaby, Secretary

Sarah Springer, Events/Membership Officer

Melissa Hughes, Club Member and
President, Triathlon Tasmania

David Herbig, Committee Member

Alana Fazackerley (Facilitator)

A *draft plan* was developed based on key themes from the consultation and associated goals were developed. The plan was provided to the Committee and a vertical slice of the membership for feedback, after which time a final version was prepared. This document represents the completed and endorsed Plan.

The Committee will

- publicise the Plan to members and stakeholders;
- action the Plan; and
- monitor and review the Plan's progress.

The Committee will organise sessions dedicated to discuss, review and/or modify the Plan as necessary over its three-year lifespan.

The process to develop this Strategic Plan has ensured that it reflects the needs and aspirations of the general membership.

2. Our Club

2.1 Overview

Our Club is one of three regional clubs in Tasmania running sanctioned triathlon, duathlon, aquathlon and multisport events. Affiliated with Triathlon Tasmania, the Club runs events in and around the Tamar Valley and Northern Tasmania regions. It is a not-for-profit incorporated association run by a volunteer management committee with a focus on promoting active participation, fun and healthy lifestyles. It has been in operation since 1987.

We welcome people of all abilities. We promote participation in volunteer, training, competing or as a social member. We have a growing membership across all ages from 7yrs to over 65yrs. Club members participate and support other local community activities e.g. Women's 5km supporting cancer research.



We have a successful junior development program. Some of our junior members were selected for the 2022 Tasmanian junior team.



We run up to three training sessions weekly throughout the year, with sessions designed to encourage participation for members ranging from beginners to experienced triathletes.

2.2 2022-23 Committee

President: *Diane Webb*

Secretary/Social Media: *Tania Gaby*

Treasurer: *Georgie Sertori*

Events/Membership: *Sarah Springer*

General Committee: *William Blackaby, David Herbig, Melanie Hill*



2.3 Membership

Our Club operates in a mobile capacity, that is, it does not have an office base; however, this is something we will be working towards in this plan. Events are conducted at multiple locations.

Feedback gained through the planning process reflects real interest in maintaining and improving current and future participation. Regular social activities are a key focus. The four words rated most highly by the members in survey feedback about our club culture:

- Accepting
- Supportive
- Inclusive
- Family



Membership is offered in alignment with Triathlon Australia's four categories:

Social

Perfect for fans, volunteers and supporters who want to enjoy club life, stay connected with the latest triathlon news and watch Aussies in action.

Basic

Ideal for those who just want a lighter experience and only want to train with our club or participate on a more occasional basis.

Standard

Essential for the regular member and provides access to enhanced member benefits.

Premium

Designed for the avid triathlete who wants additional value and benefits from their triathlon membership.

2.4 Stakeholders

Committee members

Members

Families

Volunteers

Officials

Coaches

Judges

Technical Officers

Sponsors

Triathlon Tasmania

Triathlon Australia

Australian Institute of Sport

Federal and State

Governments

Local Government

Parks and Wildlife Service

General public

2.5 Contact details

Email contact: ltontriclub@gmail.com

Facebook: <https://www.facebook.com/launcestontriathlonclub>

Instagram: <https://www.instagram.com/launcestontriclub/>

Web site: Contact Us | launcestontriclub.com

3. The strategic planning processes

3.1 Introduction to strategic planning

This Plan has been prepared by the Committee to provide a blueprint for the growth and development of the Club over the next three years. Our thoughts on strategic planning are:

- If you don't know where you are going you will never get there.
- Plans are nothing, but *planning* is everything.
- Planning is an *ongoing* process not an immediate solution to all problems.
- Failure requires no planning.
- Planning should provide:
 - a clear and common direction
 - measurable goals, strategies and actions that describe what to prioritise and do



Plans determine where an organisation may be heading, and the key priorities for the future. Further planning might be necessary and specific plans might need to be drawn up, to service projects, key areas of business, financial planning and/or facility management.

This strategic plan looks at where our Club is going, how it's going to get there and how we will know if it got there or not. The plan looks at all the aspects of our Club.

Throughout our planning process, the attitudes and ideas of those involved have been inspiring and positive. Our Club has a bright future and that will be strengthened by maintaining and increasing involvement and contribution from our members and stakeholders.

All members are encouraged and invited to be a part of bringing this Plan to fruition. Club membership is not limited to participating in events; it is also about Club ownership and having a stake in the growth and development of the Club.

3.2 SWOT analysis

A SWOT analysis is a planning method used to measure strengths, weaknesses, opportunities, and threats. As part of the strategic planning process, the working group undertook a SWOT analysis of each goal area in order to:

- build on strengths;
- be aware of, and plan to manage weaknesses;
- develop opportunities; and
- realise and plan to alleviate threats.

We recognised that our strengths are positive things about our Club that are unique to us. Some examples are our culture, training opportunities, races and membership diversity.

We recognised that our weaknesses are those things about our Club that take away from our strengths. Some examples volunteer numbers, committee burnout and succession planning.

We identified some opportunities that have promise or are likely to contribute to potential success. These include things like growing the membership, sponsorship, development of club base and social activities.

We recognise that threats are external factors that impact our club or the ability for members or potential members to participate such as cost of running events, competing sports, cost of living and sporting equipment.

By doing this we were able to see where our club is currently tracking in relation to each goal area and gained awareness of direction for our future.

Information collected as part of this stage is included in Attachment A.

3.3 Foundation statements

On the strategic planning day, the working group reviewed the feedback received from the members as part of the consultation process. This feedback was organized into a series of foundation statements which will provide the shared direction and structure for our Club's future. These statements are presented below.



Values

Respect

Everyone is valued and included

Courage

Encouraging inner strength to overcome outer circumstances

Enjoyment

Sharing fun activities

Belonging

We all have a place and are in this together

Mission

Grow and promote health and wellbeing through triathlon and multi sports.

Vision

To be an inclusive and supportive club that supports community participation, development and growth.

Goals & Objectives

1. **Governance:** Continue to consolidate sound governance principles.
2. **Participation:** Increase and improve participation opportunities.
3. **Promotion:** Provide clear and engaging communications.
4. **Community:** Grow and promote community across all aspects of the Club.

3.3 Operational Plan

The Operational Plan embedded in this Strategic Plan helps define actions, timeframes, responsibilities and resources to guide the Club to where it wants to be.

Guiding aims of the Plan include:

- The identification of goals and ways of achieving them
- The facilitation of viability and success
- Response to issues and opportunities
- Focus on increased whole-of-Club team work
- Communicating with, and informing others
- Building consensus with members

The operational plan has strategies and actions to achieve the objectives for each of the goal areas that are **SMART**:

Specific

Measurable

Achievable

Reviewable

Timebound

The operational plan also records:

- Prioritisation of actions
- Responsibility
- Timelines
- Resources required
- How progress will be measured, or indicators of success that will notify whether the action has been achieved.



I. Governance

Objective: Continue to consolidate sound governance principles.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Review existing policies and procedures.	1.1 Develop a documentation list, including 1.1.1 what exists, 1.1.2 what is essential and 1.1.3 what is required.	I	0-6mths	Human Technology	Committee	A documentation list of essential policies and procedures is developed for ongoing reference, version control and management
2. Develop required documentation to meet gaps.	2.1 Investigate and source relevant documentation from Play by the Rules and other resources.	3	12-18 months	Human Technology	Committee	Club documentation meets its State Sporting Organisation and legal responsibilities.
	2.2 Using templates and information available, develop essential documentation.					
	2.3 Develop position descriptions for Club roles.					
	2.4 Document work health and safety requirements.					
3. Support health and safety.	3.1 Develop a risk management plan.	I	0-6 months	Human	Committee	A risk management plan is implemented and communicated to relevant stakeholders.
	3.2 Source training courses to support the plan.			Technology		
	3.3 Plan for mitigation of risks.			Media		

2. Participation

Objective: Increase and improve participation opportunities.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Offer members regular training opportunities.	1.1 Seek feedback from members on training preferences.	1	0-6mths	Human		Members attend regular training opportunities that meets their needs.
	1.2 Develop a training plan based on member feedback.			Technology		
	1.3 Develop a training calendar.			Media		
2. Develop coaches.	2.1 Form a coaching sub-committee.	2	6-12mths	Human		Coaches have the skills required to perform at the required level.
	2.2 Review current numbers and levels.			Technology		
	2.3 Investigate coach development opportunities.			Media		
	2.4 Offer professional development opportunities.					
3. Increase volunteer opportunities.	3.1 Appoint a volunteer coordinator.	2	6-12mths	Human	Volunteer coordinator	There is a 30% increase in volunteers over a 12 month period.
	3.2 Develop a membership base skill set inventory.			Technology		
	3.3 Develop a participation/ volunteering promotional prospectus.			Media		
	3.4 Communicate to membership and relevant stakeholders.					
	3.5 Investigate ways of engaging the membership base as volunteers.	1	0-6mths		Committee	
4. Establish a Club base.	4.1 Contact LGAs and other sporting organisations about partnership opportunities.	3	12-18mths	Human		The Club is based at a permanent location.
	4.2 Contact Lia – private providers (Trevallyn dam)			Technology		
	4.3 Investigate funding opportunities			Media		

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
	4.4 Promote/launch Club base					
	4.5 Compile an inventory of Club memorabilia					

3. Promotion

Objective: Enhance the Club's profile through marketing and communication.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Structure social media and E-mail communications. <i>(To be included in Club's Communication Plan)</i>	1.1 Plan and schedule social media posts	2	7-12 months	Human Technology	Committee/Media manager	Annual evaluation reflects effective social media and E-mail communications.
	1.2 Create and post content					
	1.3 Develop an E-mail distribution list					
	1.4 Create and E-mail content					
	1.5 Monitor and evaluate					
2. Create and distribute a Club newsletter.	2.1 Source contributors	2	7-12 months	Human Technology	Committee/Media manager	Members contribute to content. Newsletters are distributed quarterly.
	2.2 Determine key messages from Committee meetings					
	2.3 Plan content and design					
	2.4 Compile distribution list					
	2.5 Distribute to members					
3. Enhance sponsorship opportunities.	3.1 Form a sponsorship/fundraising sub-committee	1	0-6 months	Human Technology	Sub-committee	The Club experiences 10% increase in sponsorship in a 12 month period.
	3.2 Investigate and develop a list of potential sponsors					
	3.3 Develop suitable communication					
	3.4 Engage sponsors					
4. Enhance fundraising opportunities.	4.1 Develop a plan for grant applications	3	12-18 months	Human Technology	Sub-committee	Regular fundraising activities benefit finances by 20% annually.
	4.2 Develop a calendar of fundraising events					

4. Community

Objective: To grow and promote community, leading to a fun, vibrant and loyal membership base.

Strategies	Actions	Priority	Timeframe	Resources	Responsibility	KPI
1. Enhance social opportunities.	1.1 Form a social club sub-committee. 1.1.1 Expression of interest to membership.	2	6-12mths	Human Technology Media	Committee/Social club committee	<ul style="list-style-type: none"> Positive and proactive feedback is received on Club social activities Activities reflect membership needs.
	1.2 Survey membership for social recommendations.					
	1.3 Develop a list of activities.					
	1.4 Calendarise activities and promote in Club communications.					
	1.5 Gain feedback from activities to form future recommendations.					
2. Engage and grow membership.	2.1 Link in with Club communications with key social/community messages for members.	2	6-12mths	Human Technology Media	Committee/Social club committee	<p>The Club experiences:</p> <ul style="list-style-type: none"> a 20% increase in membership engagement; and a 20% increase in membership base in a 12 month period.
	2.2 Promote the Club to external stakeholders e.g. schools and other clubs.					
	2.3 Seek partnership opportunities with community-based groups/organisations.					

Attachment A SWOT Analysis

1 Governance

Strengths	Weaknesses
<ul style="list-style-type: none"> Committee members. Proactive planning. Affiliations with National and State Sporting Organisations. 	<ul style="list-style-type: none"> Risk of burnout for Committee members due to small amount of people doing large amounts of work.
Opportunities	Threats
<ul style="list-style-type: none"> Communication of position descriptions and roles to membership. Mentorship through buddying/partnering – succession planning. Consolidation of policies/procedures. Risk management. 	<ul style="list-style-type: none"> Lack of succession planning. Low volunteer base. Committee burnout/fatigue.

2 Participation

Strengths	Weaknesses
<ul style="list-style-type: none"> Coaches and officials. Races and participation. Diversity in membership. Event success. Juniors' trip. Training squads, weekend clinics and sessions. 	<ul style="list-style-type: none"> Number of volunteers. Small amount of people undertaking roles and tasks. Membership numbers. Winter water temperature. Minority sport.
Opportunities	Threats
<ul style="list-style-type: none"> Growth in membership by partnering with other organisations. Assign volunteer tasks before events. Focus on range of participant levels – recreational to elite. Duathlons. Active engagement with other sporting/community based organisations and schools. Increased promotion. 	<ul style="list-style-type: none"> Volunteer burnout. Maintenance of junior participation into adulthood. Burnout/fatigue. Minority sport.

3 Promotion

Strengths	Weaknesses
<ul style="list-style-type: none"> Community activities. Communication. 	<ul style="list-style-type: none"> No Club location/base. Sponsorship.
Opportunities	Threats
<ul style="list-style-type: none"> Sponsorship. Clear, regular communication. Social activities. Marketing to other sporting clubs. Involvement in sport expos and promotion events. Web site. Fundraising opportunities. Make use of high-level events e.g. 2026 Commonwealth Games. 	<ul style="list-style-type: none"> Lack of promotion funding. Other competing sports. Cost of living and sport-related expenses.

4 Community

Strengths	Weaknesses
<ul style="list-style-type: none"> Good social interaction. Social activities. Positive culture. 	<ul style="list-style-type: none"> Lack of structure and consistency in activity planning.
Opportunities	Threats
<ul style="list-style-type: none"> Structure and consistency through dedicated sub-committee/s. Establishment of a club base. 	<ul style="list-style-type: none"> Competing sports.