



Strategic Plan

2017/2018 to 2018/2019

Introduction

The South Bank Triathlon Club Strategic Plan (2017 to 2019) has been developed in consultation with members. It details the strategic initiatives that the Club plans to implement from 1 July 2017 to 30 June 2019.

Vision

To provide a low cost, social, inclusive and supportive environment for individuals of all levels and abilities to train in a group and compete in triathlon or other aligned sports, and improve their health and fitness.

We believe in equity of access to training to member regardless of their level of disposable income. Hence, our annual fee will remain low and the weekly scheduled training sessions will be organised so that they are free or very low cost, but at a high quality. We will offer specific, targeted additional coaching opportunities to meet members' needs on a cost-recovery basis.



Our strategic pillars and foundations

The strategic pillars are the key themes that we will focus on over the next two seasons. They represent the core areas that are important to our members and the ongoing growth and sustainability of the South Bank Triathlon Club.

Our strategic pillars are:

Training

Coaching

**Race
Events**

**Social
Events**

Membership

Merchandise

SBTC Strategic Plan 2017 to 2019

The key foundations for the effective operations of the club are strong communication and governance. Fostering of relationships with our sponsors and affiliated partners is also essential to the Club's success.

For each of the strategic pillars, key strategies have been identified that will be implemented over the next two seasons.

Training

What are we seeking to deliver?

Provide a range of free and low cost training options that meet members needs

What are we going to do?

- Provide free weekly sessions for running (Tuesday and Thursday) and cycling (Wednesday and Friday)
- Provide a free weekly triathlon specific functional strength session, delivered by a qualified personal trainer
- Facilitate a structured weekend training schedule including long bunch rides; ; mega-brick sessions, periodic long runs and open water swimming options.

The Friday bunch rides and open water swims at Enoggera Reserve are intended to meet the needs of members of differing abilities and levels in a safe manner.

- Facilitate and promote access to multiple swimming squad sessions per week at a preferred location.
- Continue to deliver training camps aligned with key events. Further evolve the camps to include support services and structured coaching.



Coaching

What are we seeking to deliver?

Use qualified coaches, where possible, to coordinate key training sessions.



What are we going to do?

- Procure and maintain agreements to provision coached weekly functional strength, running and cycling sessions.
- Continue to implement the club's coaching structure, including the training and support of volunteer development coaches and assistant coaches. This includes expanding the assistant coaches base and clarifying their role.
- Organise and provide access to generic training programs for targeted events at 70.3 and Olympic distance events. Utilise Training Peaks for the provision of these programs.
- Organise and deliver regular cycling skills clinics (at cost to members)
- Organise and deliver running form clinics (at cost to members)
- Organise and deliver transition skills clinics at key during the year (specifically to support members new to the sport)
- Provide training for members who volunteer act as Ride Guides and lead bunch rides (Friday and weekends)
- Investigate options for individualised plans for members by qualified triathlon coaches organised via SBTC.

Race events

What are we seeking to deliver?

Provide a supportive, valuable and fun experience for members and supporters at race events

What are we going to do?

- At defined club events provide access to a range of support services, including club tents, massage, food and beverages. These events will be specified in the event calendar to ensure members are aware of them.
- Establish and manage an asset management system for members to access the available resources (ie, tents, transition racks).
- Maintain and invest in the club's assets, this includes undertaking an annual stocktake and review of all assets.
- Purchase new tent covers that meet the needs of the club and promote the brand and our sponsors.



Social events

What are we seeking to deliver?

Conduct events that meet the club's aim of being the 4th leg specialist

What are we going to do?

- Organise family friendly social event options, such as BBQs, and fun team events.
- Organise high quality social events that provide members with a value for money experience and the opportunity to socialise with other members.
- Include regular SBTC supports South Bank Parkrun in the schedule of social events to provide for a weekend breakfast social opportunity, as well as the weekend afternoon celebrations and regular 'Thank God it's Friday' drinks



Membership

What are we seeking to deliver?

Build and support a strong, active and supportive membership base

What are we going to do?

- Provide a range of mechanisms for members to provide feedback on the club and its services to inform its ongoing improvements
- Provide and promote social membership for non-training members
- Provide and promote Junior Support and Junior Runner memberships for children of active members
- Support and welcome new members including organising a welcome at their first training session

SBTC Strategic Plan 2017 to 2019

- Continue to run awards programs to recognise the achievements and contribution of members, including Triathlete of the Year and other annual awards and the monthly SBTC recognition award
- Continue to build and promote the club's brand, including via the effective use of social media and the development of a new short video/film

Merchandise

What are we seeking to deliver?

Provide high quality and fashionable well -fitting kit that members want to buy and wear and promotes the club

What are we going to do?

- Expand the apparel range to include socks and cycling caps Work with Scody for the provision of a range of options for members to purchase premium apparel and maximise available discounts
- Continue to build relationships with suppliers to ensure the timely provision of high quality merchandise
- Establish new relationships with suppliers to be able to include additional options as identified by members
- Develop a schedule for the items which are purchased on a pre-order basis



Effective communication

The provision of timely and quality information to our members is essential for the effective operation, promotion and participation in events. It is important that the club remains aware of and utilises available technology advances to continue to meet the communication preferences of members (and potential members).

Weekly (and special) emails, the club website and Facebook will remain the primary means of communications to existing members. The club recognises that not all members are active on Facebook so a range of methods will continue to be used.

SBTC Strategic Plan 2017 to 2019

The specific communication improvements SBTC will implement are:

- Maintain the club website to ensure its ongoing utility and means to act as a primary communication mechanism to members and to promote SBTC to potential members
- Investigate the use of TeamAPP a communication means for rapidly advise of session cancelations
- Develop a release to members an annual calendar that details the races which SBTC will actively promote; social events; partkrun morning; merchandise releases and training events (clinics and camps).
- Establish the use of a calendar on the private website for the scheduling and promotion of all events, merchandise releases and training sessions



Sound governance

The operation and sustainability of SBTC requires sound and effective governance processes and procedures. The Club and committee needs to ensure that it complies with the requirements of being an incorporated club. The Committee will continue to meet at least monthly to ensure the effective management of the Club, with an Annual General Meeting held in August of each year.

The specific improvements SBTC will implement are:

- Investigate the benefits of, and develop a specific constitution for the club
- Develop an annual funding plan to ensure the financial sustainability of the club and investment in agreed priorities. This should be available to members.
- Identify priorities which are beyond the financial resources of the club and pursue grant and other funding opportunities for their resourcing.

SBTC Strategic Plan 2017 to 2019

- Identify and implement opportunities , beyond member fees, to increase the funding available to the Club
- Increase the transparency of the operations of the committee via regular communication to members of the Committee’s decisions, and increasing the visibility of the committee members.
- Undertake member research and use the results to develop a Strategic Plan (on a 2-yearly basis)
- Access available upskilling opportunities for Committee members (as required) which are provided by Triathlon Australia or the Queensland Government
- Maintain a strong relationship with Triathlon Queensland and the Office of Fair Trading

Relationships with Partners and Sponsors

Our partners and sponsors are key enablers for SBTC to provide our members with the services and products that they value. Effective partnerships are reliant on a mutually beneficial relationship. It is important for us to support and build relationships that align with the values of the club and the direction that we are heading. SBTC will also seek to maximise the benefits we can realise from these relationships.



The specific improvements SBTC will implement are:

- Annual review of existing agreements to enhance and update
- Implement the Sponsor Acquisition Plan (including sponsor identification, awareness building and relationship establishment), which includes standard criteria for requirements and benefits.