



## ACT Race & Fitness Walking Club Strategic Plan 2004-2006

*The goal of the ACT Race & Fitness Walking Club is to promote the sport of walking and encourage race and fitness walking as a way to improve health and fitness in the Canberra community.*

To achieve this goal, we will need to:

- Attract and retain Club members of all ages and abilities
- Provide a comprehensive year round schedule of well organised events that meet our members needs
- Ensure the Lake Burley Griffin Race Walking Carnival retains its status as Australia's premier race walking event
- Help members to set and achieve their own goals, and recognise those achievements
- Recognise and support the efforts of our volunteers
- Improve communication with and between members
- Develop the links to other organisations that will be needed if the Club is to achieve its goal
- Further develop the sport of race walking in Australia, particularly in the ACT region
- Promote the health benefits of competitive walking to people in the ACT region
- Run the Club in a professional manner

We will measure our performance by the extent to which we meet the following targets:

- Actions in the Strategic Plan are implemented in accordance with the specified timing
- Club membership of 60 competing members by the 2005 AGM, 70 by the 2006 AGM
- 25 competing members under the age of 20 by the 2005 AGM, 30 by the 2006 AGM
- Five members aged in their twenties by the 2005 AGM, 10 by the 2006 AGM
- Members indicate in the biannual survey that they are satisfied with the way we conduct our events
- The Club is respected by the ACT Government and community as an advocate for walking

We will achieve our objectives through the following strategies and actions:

Objective	Strategies	Actions	Responsibility	Timing
Attract and retain Club members of all ages and abilities	Promote the Club's activities through the local media and at major events and other opportunities.	<ol style="list-style-type: none"> <li>1. Develop and maintain information on: <ul style="list-style-type: none"> <li>• media contacts</li> <li>• opportunities for promoting the Club and events through the media and publishing results</li> <li>• the format required for submissions</li> </ul> </li> <li>2. Develop a marketing plan which identifies (and prioritises) opportunities to promote the Club over the next 12 months, including: <ul style="list-style-type: none"> <li>• Using free media opportunities (eg. What's On, Fridge Door)</li> <li>• Preparing regular walkers' column and publishing other relevant information, such as programs, in Vetranner and other newsletters</li> <li>• Setting up a Club display or having a Club presence at relevant events e (eg. Jogalong, Little Athletics, Vets monthly walk, Canberra Times Fun Run, Terry Fox Run, MS Walk)</li> </ul> </li> <li>3. Maintain the Club web-site.</li> <li>4. Finalise the Club pamphlet and distribute flyers at relevant events</li> <li>5. Consult with Club members about producing a Club T-shirt or similar garment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Publicity officer</li> <li>2. Publicity officer with support from Committee and members</li> <li>3. Club webmaster</li> <li>4. Publicity officer</li> <li>5. Committee</li> </ol>	<p>June 2004</p> <p>June 2004</p> <p>Ongoing</p> <p>April 2004</p> <p>June 2004</p>
	Organise events that will attract potential members;	<ol style="list-style-type: none"> <li>1. Organise bi-monthly events targeted at newcomers</li> <li>2. Hold at least three races each Winter that use a lap of a lake</li> <li>3. Provide advice on training groups</li> <li>4. Invite 'celebrities' (such as AIS walkers) to Club events, particularly those for newcomers.</li> </ol>	Race Secretary	Ongoing

Objective	Strategies	Actions	Responsibility	Timing
	Follow up potential members to encourage them to join the Club and absentee members to encourage them back;	<ol style="list-style-type: none"> <li>1. Add potential members to Club email/mail list</li> <li>2. Follow up on each new member and on absentee members</li> <li>3. Assist new walkers to identify training and other opportunities for them to improve their technique</li> </ol>	<ol style="list-style-type: none"> <li>1. Secretary</li> <li>2. Registrar</li> <li>3. President</li> </ol>	Ongoing
	Investigate ways to target the 15-30 age;	<ol style="list-style-type: none"> <li>1. Target Gyms, High Schools, Universities and Colleges making use of Orientation Week and Sports Unions.</li> <li>2. Share experience with other AFRWC Clubs and encourage AFRWC to actively seek to promote the sport in this age group.</li> </ol>	<ol style="list-style-type: none"> <li>1. Publicity officer with support from Committee</li> <li>2. President</li> </ol>	Ongoing
	Survey existing members to ensure their needs are being met and modify the Club's activities as necessary;	<ol style="list-style-type: none"> <li>1. Undertake a biannual survey.</li> <li>2. Provide opportunities for informal discussions and feedback, such as over a BBQ. This may include discussion on an identified issue.</li> </ol>	<ol style="list-style-type: none"> <li>1. Secretary</li> <li>2. President</li> </ol>	Ongoing
	Promote a friendly atmosphere at our events;	<ol style="list-style-type: none"> <li>1. Introduce and welcome new members</li> <li>2. Continue to provide opportunities for members to stay and talk after events (afternoon tea, BBQs etc.) and ensure new members feel included.</li> </ol>	Race Director and President	Ongoing
	Provide social activities that will promote members' sense of belonging to the Club	<ol style="list-style-type: none"> <li>1. Above action</li> <li>2. Hold at least two social functions each year</li> <li>3. Investigate holding a winter presentation night and dinner</li> <li>4. Hold an annual novelty event, such as a relay, possibly as a Christmas break-up.</li> </ol>	<ol style="list-style-type: none"> <li>1-3. Social Secretary</li> <li>4. Race and Social Secretary</li> </ol>	<ol style="list-style-type: none"> <li>3. Commence in 2004</li> </ol>

Objective	Strategies	Actions	Responsibility	Timing
Provide a comprehensive year round schedule of well organised events that meet our members needs	Provide a winter season of road races and a summer season of road and track events;	<ol style="list-style-type: none"> <li>1. Provide a variety of distances in winter for juniors and a progression of distances during the season.</li> <li>2. Continue to hold summer track races with the Vets.</li> <li>3. Continue to hold fortnightly summer road races</li> <li>4. Conduct a separate fitness walkers' division</li> </ol>	Race Secretary	When developing program
	Provide for all standards of walkers	<ol style="list-style-type: none"> <li>1. Continue to hold handicap events and provide a range of distances</li> <li>2. Ensure time is allowed for all walkers to complete races.</li> </ol>	<ol style="list-style-type: none"> <li>1. Race Secretary</li> <li>2. Race Director</li> </ol>	Ongoing
	Provide a high standard of event management;	<ol style="list-style-type: none"> <li>1. Prepare a winter Race Director's kit setting out the role of the Race Director and providing maps of all courses.</li> <li>2. Ensure all winter courses are clearly marked</li> <li>3. Roster three people for winter events – a timekeeper and two judges</li> </ol>	Race Secretary	1. June 2004 2,3 Ongoing
	Provide a high standard of judging	<ol style="list-style-type: none"> <li>1. Provide ongoing training/support for judges</li> <li>2. Appoint Chief Judge at each event and ensure judges fill in cards correctly</li> </ol>	<ol style="list-style-type: none"> <li>1. Committee</li> <li>2. Race Director</li> </ol>	Ongoing
	Ensure distances raced meet members needs.	Check through biannual survey and other feedback	Committee	Ongoing
	Ensure all events are run in a way that minimises the risk of injury to competitors	<ol style="list-style-type: none"> <li>1. Ensure winter events avoid conflict with traffic and other recreational path users</li> <li>2. Have First Aid kit available</li> <li>3. Ensure Race Director's kit includes list of members with first aid qualifications</li> </ol>	Race Secretary (and Secretary for 3)	Ongoing (update list of first aid qualifications each year)

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Ensure the Lake Burley Griffin Race Walking Carnival retains its status as Australia's premier race walking event	Provide a high standard of event management	<ol style="list-style-type: none"> <li>1. Finalise the Organisational Manual for the LBG including Duty Statements for all volunteers and review it each year</li> <li>2. Appoint coordinators for each organisational function</li> </ol>	Committee	Finalise by Feb 2004. Review by 31 August each year.
	Ensure Clubs continue to support the event	<ol style="list-style-type: none"> <li>1. Seek both formal and informal feedback from Clubs after each event</li> <li>2. Investigate ways to attract more competitors e.g. travel/accommodation deals, discount vouchers</li> <li>3. Investigate sponsorship deals</li> <li>4. Integrate fitness walkers into the event</li> </ol>	Committee	<ol style="list-style-type: none"> <li>1, 4 Ongoing</li> <li>2. March 2004</li> <li>3. By February each year</li> </ol>
	Ensure the event continues to have the support of the ACT Government	<ol style="list-style-type: none"> <li>1. Maintain good liaison with Urban Services and other relevant agencies</li> <li>2. Identify opportunities to involve relevant Government Ministers in the event, e.g. at presentation</li> </ol>	Committee	Ongoing
Help members to set and achieve their own goals, and recognise those achievements	Ensure members have access to coaching and organise regular coaching sessions/seminars;	<ol style="list-style-type: none"> <li>1. Provide information to members on availability of coaches and coaching courses.</li> <li>2. Conduct video assessment of member's action each year</li> <li>3. Hold bi-monthly coaching sessions on a specific topic after a race.</li> <li>4. Organise a race walking clinic each year, focusing on Little Athletics</li> </ol>	President assisted by Committee	Ongoing
	Provide opportunities for members to train as a group in a mutually supporting environment;	Encourage regular group training sessions and advise members of locations and schedules	President/ Secretary	Provide information by April 2004 then ongoing

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	Encourage members to compete at the State/National level.	<ol style="list-style-type: none"> <li>1. Provide financial assistance in accordance with Club rule.</li> <li>2. Where practical, assist in coordinating transport</li> </ol>	<ol style="list-style-type: none"> <li>1. Treasurer</li> <li>2. Race Secretary</li> </ol>	As required
	Recognise members' achievements	<ol style="list-style-type: none"> <li>1 Acknowledge achievements such as places in championships, records etc., but also personal achievements such as PBs, including in the newsletter</li> <li>2. Review awards given out at presentations to ensure members are appropriately recognised</li> <li>3. Hold barrel draw at presentations for all participants in that season's events</li> <li>4. Compile and maintain list of Club records</li> </ol>	Race Secretary (and Newsletter Editor for 1.)	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. December 2004</li> <li>3,4 Ongoing</li> </ol>
Recognise and support the efforts of our volunteers	Ensure efforts of volunteers are recognised	<ol style="list-style-type: none"> <li>1. Send out thank you letters after LBG</li> <li>2. Conduct barrel draw at LBG for volunteers</li> <li>3. Acknowledge volunteers at presentations and in newsletters</li> <li>4. Continue to award points in point score competition where walkers perform rostered duties instead of competing</li> </ol>	<ol style="list-style-type: none"> <li>1. Secretary</li> <li>2. Committee</li> <li>3. President/ Newsletter Editor</li> <li>4. Race Secretary</li> </ol>	Ongoing
	Ensure volunteers have the training needed to do their job	Prepare duty statements for volunteers and hold briefing and training sessions.	Race Secretary	Ongoing
Improve communication with and between members		<ol style="list-style-type: none"> <li>1. Produce bi-monthly Club newsletter.</li> <li>2. Encourage members to submit newsletter articles</li> <li>3. Make minutes and agendas of Committee meeting available at walks and publish highlights in newsletter.</li> <li>4. Use email for communication with members but make provision for those without email access</li> </ol>	Newsletter editor and Secretary	Ongoing

Objective	Strategies	Actions	Responsibility	Timing
Develop the links to other organisations that will be needed if the Club is to achieve its goal	Identify the relevant organizations and the need for our interaction with each;	1. Prepare list of relevant organizations, including both sporting and health related organizations (such as Heart Foundation, Diabetes Association), and designate our interest in each.	Committee	December 2004
	Identify and establish the means for our engagement with each organization.	1. Determine the relative importance of each and the need for formal and informal links. 2. Designate Club Liaison Officers for key organizations such as ACTLAA, ACTA and ACTVAC and agree on objectives for liaison with those organisations 3. Require Liaison Officers to report at each Committee meeting on progress in meeting those objectives	Committee	1. December 2004 2, 3 Ongoing
Further develop the sport of race walking in Australia, particularly in the ACT region	Continue to conduct the LBG Carnival each year;	See above	Committee	Ongoing
	Actively participate with the AFRWC and ACTA to promote race walking	1. Investigate ways to cooperate such as through seminars and courses 2. Liaise with other AFRWC clubs to ensure the AFRWC has a strong web presence.	1. President and committee 2. Webmaster	Ongoing
	Promote race walking through the local media and other means.	Use opportunities such as the LBG	Publicity officer	Ongoing
Promote the health benefits of walking to people in the ACT region	Continue to work with Walking ACT to promote walking and its benefits	1. Encourage and support Walking ACT in developing its Action Plan 2. Continue to lobby the ACT Government to expedite development of its Physical Activity Strategy	Secretary	1. Ongoing 2. April 2004

Objective	Strategies	Actions	Responsibility	Timing
	Promote the health benefits of walking through the media, community events and other means.	1. Identify opportunities and utilise 2. Prepare information on the health benefits of walking and make available, including through website	Committee	Ongoing
Run the Club in a professional manner	Ensure members have the skills needed to run the Club's activities;	1. Develop position descriptions for Committee members 2. Identify training requirements 3. Subsidise members to attend relevant courses, eg. first aid, judging, coaching, where required.	Committee	1. May 2004 2,3 Ongoing
	Ensure the Club meets all relevant laws and regulations;	1. Develop and maintain a checklist of the relevant laws and regulations applicable to the Club; 2. Review compliance with each, in particular, Privacy and Child Protection legislation	Secretary	December 2004
	Ensure the Club's Constitution is consistent with the Strategic Plan and with the Club's needs;	Review constitution where necessary	Committee	Consider annually
	Ensure the Club's policies are well documented	Finalise bylaws on relevant issues	Secretary	March 2004
	Minimise exposure of the Club and the Committee to risk	Review public liability insurance cover and need for additional cover such as professional indemnity	Secretary	June 2004
	Responsibly manage the Club's assets:	1. Prepare and maintain Asset Register including location, value and purchase date of each item.	Treasurer	Ongoing

Objective	Strategies	Actions	Responsibility	Timing
	Maintain the long term financial viability of the Club and ensure accountability in the management of the Club.	<ol style="list-style-type: none"> <li>1. Review expenditure over last 3 years to determine income/expenditure patterns</li> <li>2. Provide draft budget each year to the AGM for adoption</li> <li>3. Make minutes and financial records freely available</li> <li>4. Ensure financial records are kept up to date and audited each year</li> <li>5. Investigate opportunities for grants and sponsorship</li> </ol>	Treasurer	<p>1. June 2004</p> <p>2-5 Ongoing</p>