

ADF RUNNING AND ATHLETICS ASSOCIATION

**Incorporating the
Defence Athletic Club**

DEVELOPMENT PLAN

2006-2010

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1.0 INTRODUCTION AND GENERAL

1.1 INTRODUCTION

The ADF Running and Athletic Association (ADFRAA) manages a range of events that cater to both male and female athletes in all age groups and of all calibre, and through the Defence Athletic Club, members are able to achieve their athletic pursuits and represent the ADF at national and international levels and in local club competition under the auspices of Athletics Australia. The Association is committed to the philosophy of continuous improvement. Quintessential is developing all facets of how the Association manages the sport in Defence.

1.2 MISSION STATEMENT

The Mission of the ADFRAA is to:

To promote the sport of running and athletics within the Defence community and encourage all personnel to challenge themselves in athletics pursuits.

1.3 BACKGROUND TO THE PLAN

Before 2003, the development of the Association had been the result of a small band of dedicated members proposing and implementing events and policy they believed necessary for meeting the mission statement. Whilst much had been achieved over the years, missing was a clear plan for long term future development of the sport in the ADF. Integral to the future of the Association was the need for a framework that set goals, objectives and the strategies to achieve those objectives. This development plan fills the gap and guides the direction of the Association. The plan sets conditions for maintaining funding levels from the ADF Sports Council.

1.4 THE ENVIRONMENT

In addressing the future, this plan recognises that a number of opportunities exist at present that will have a positive effect, as well as a number of threats that will impact on our ability to achieve the goals. These include:

1.4.1 Opportunities and Strengths

- Increased public awareness of the ADF.
- Capacity to leverage the Defence Athletic Club and increase participation ADFRAA events and in club competition.
- Increased focus in Defence on the value of health and physical lifestyle.
- Increased focus on generating esprit de corps.

1.4.2 Threats and Weaknesses

- Increased operational tempo, which has reduced the ability of people to be released for sport activities.

- Lack of Committee resources to progress initiatives.
- No firm commitment to sport from Service Chiefs and Commanders.
- Likelihood of increased funding is remote.

2.0 SCOPE OF THE PLAN

2.1 KEY RESULT AREAS

This is a strategic plan for the development of ADF running and athletics for the period 2006 to 2010. The plan identifies six key result areas as being significant to the future development of the Association.

- Membership
- Administration and Structure
- Defence Athletic Club Links
- Competition and Events
- Coaching and Training
- Communications and Promotion

2.2 PURPOSE

The plan provides the basis for long term planning and management. Its purpose is to ensure that future development and growth is made to happen. To be effective, the plan will need to be reviewed annually to measure progress and achievements in meeting the Association's aims.

3.0 ORGANISATIONAL GOALS

To meet the Mission Statement and Charter, the Association has focussed on the following organisational goals for this plan:

- Coordinate, develop and promote athletic pursuits for ADF Permanent and Reserve members.
- Increase the administrative and coaching skills of ADF members through access to qualification based training.
- Maximise opportunities for participation in running and athletics at both a social and competitive level.
- Increase awareness of the sport among the Defence community.
- Increase awareness of Defence athletes among the athletics community.
- Support and encourage participation in local, State, National and international athletics events.
- Maintain the long-term financial viability of the Association to enable it to implement development programs.

4.0 ORGANISATIONAL CHART

The organisational structure of the Association as at the time of writing is:

Elected and Appointed Members

PRESIDENT
CAPT Frank Kresse RAN

VICE PRESIDENT
FLTLT Luke Poli

SECRETARY	TREASURER	ATHLETICS
CAPT Nick Marcovich	WO2 Richard Quirk	LT Brent Saltmarsh

Service Representatives

AIR FORCE	NAVY	ARMY
CPL Gary Ewart	POPT Vanessa Dickson	CPL Wayne Heath

Coordinators

DEVELOPMENT OFFICER	UNIFORMS MANAGER	WEB MANAGER
CAPT Jo-anne Hem	CPL Wayne Heath	CAPT Nick Marcovich

5.0 OBJECTIVES AND STRATEGIES

5.1 MEMBERSHIP

5.1.1 Objective

To attract, retain and increase membership of the Defence Athletic Club and create an infrastructure to accommodate growth.

5.1.2 Strategies

- Develop annual renewal process for membership.
- Simplify registration and payment process for athletes wishing to register for club level competition.
- Establish a Welcome Newsletter for all prospective and new members.
- Maintain the process of reward and recognition.

5.2 ADMINISTRATION AND STRUCTURE

5.2.1 Objective

ADFRAA be administered to ensure that the needs of all persons within the ADF are adequately represented and addressed in all disciplines.

5.2.2 Strategies

- Expand on duty statements for Elected Office bearers.
- Target individuals and encourage the appointment of committee members.
- Lobby membership for greater female participation on the committee.
- Formalise the review process for the Development Plan.
- Maintain the currency of the ADFRAA Handbook
- Revise and update the Sports Safety Management Plan.
- Mentor new Committee Members.

5.3 DEFENCE ATHLETIC CLUB

5.3.1 Objective

To establish a strong, viable and well functioning competitive athletics club.

5.3.2 Strategies

- Establish and enhance communication links between the DAC and nominated State-based local athletic clubs and other Athletics Australia affiliated bodies.
- Improve feedback mechanisms to registered athletes online.

5.4 **COMPETITION AND EVENTS**

5.4.1 **Objective**

To improve the management, coordination and staging of ADFRAA events to ensure they are professionally run and successful.

To increase the diversity of events to cater for all levels and ability and encourage greater participation, as well as fostering team spirit.

5.4.2 **Strategies**

- Conduct DAC membership research to assist in determining the needs of members and scope for increasing the diversity of events.
- Encourage greater involvement of members in event coordination to foster confidence and expertise.
- Provide opportunities for DAC members to undergo training in sports administration.

5.5 **COACHING AND TRAINING**

5.5.1 **Objective**

To provide access to qualified coaches in each facet of athletics.

To provide a library of information on coaching and training techniques that is accessible by all members.

5.5.2 **Strategies**

- Enhance the coaching development program to increase the number of DAC members achieving a coaching accreditation.
- Establish access to on-line coaching for DAC members.
- Establish a Coaching Director.
- Conduct a training camp and assess feedback from participants.

5.6 **COMMUNICATIONS AND PROMOTION**

5.6.1 **Objective**

To provide members with ready access to high quality information on all facets of the ADFRAA.

5.6.2 **Strategies**

- Target Initial Officer Entry and Recruit training establishments.
- Provide information to PTIs.
- Establish a Welcome Newsletter for all new DAC members.
- Establish a qualified Webmaster position to manage the Association's web site.

6. TIMETABLE

6.1 INTRODUCTION

The timetable established for implementation of the plan is intended to guide the Committee and the Development Officer in supporting the Association's goals. The timetable identifies resources required that may require seeking additional funding from the ADF Sports Council where costs cannot be absorbed within the annual budget.

The timetable will need to be reviewed annually and reports submitted to the Annual General Meeting, and to the ADF Sports Council as part of the Annual Consolidated Return.

6.2 YEAR 2006

<u>KRA</u>	<u>STRATEGY</u>	<u>KPI</u>	<u>OWNER</u>
1. MEMBERSHIP	<ul style="list-style-type: none"> • Develop annual renewal process for DAC membership. • Develop an introductory Welcome Newsletter for prospective and new DAC members. • Review the process of annual reward and recognition. • Distribute Welcome Newsletter to Initial Training Establishments and PTI. 	<p>Process in place</p> <p>Newsletter in place</p> <p>System functioning</p> <p>Newsletter distributed</p>	<p>Secretary</p> <p>RAAF Rep</p> <p>President and VP</p> <p>RAAF Rep</p>
2. ADMINISTRATION AND STRUCTURE	<ul style="list-style-type: none"> • Target individuals and encourage the appointment of Committee members. • Establish mentoring program for new Committee members • Formalise a review process for the Development Plan. • Review and update the Sports Safety Management Plan 	<p>Fully staffed structure</p> <p>Program established</p> <p>Formal Process in place</p> <p>Plan updated</p>	<p>Committee</p> <p>President and VP</p> <p>Dev Officer</p> <p>President</p>
3. DEFENCE ATHLETIC CLUB	<ul style="list-style-type: none"> • Create communication links between the DAC and nominated State-based local athletic clubs and other affiliated bodies through Athletic Australia. • Register committee members and coaches with ANQ by 1 Apr. 	<p>Process in place</p> <p>Registration complete</p>	<p>Committee</p> <p>Secretary</p>

	<ul style="list-style-type: none"> Improve feedback mechanisms to registered club athletes. 	Feedback in place	Secretary and DAC Director
4. COMPETITION AND EVENTS	<ul style="list-style-type: none"> Review Five Year Forecast of Events to ensure it still meets both ADFSC criteria and members' needs. 	Program agreed	Committee
	<ul style="list-style-type: none"> Encourage greater involvement of members in event coordination to foster confidence and expertise. 	No. of volunteers	Committee
	<ul style="list-style-type: none"> Identify opportunities and costs for DAC members to undergo training in sports administration. 	Opportunities identified	VP
5. COACHING AND TRAINING	<ul style="list-style-type: none"> Enhance the coaching development program to increase the number of DAC members achieving a coaching accreditation. 	Increased number of qualified coaches	Committee and RAAF Rep
	<ul style="list-style-type: none"> Establish online coaching and training for DAC members. 	Program established	RAAF Rep
	<ul style="list-style-type: none"> Conduct a Training Camp with feedback from participants. 	Camp conducted	Committee
6. COMMUNICATIONS AND PROMOTION	<ul style="list-style-type: none"> Target Initial Officer Entry and Recruit training establishments. 	Information circulated	Secretary
	<ul style="list-style-type: none"> Provide information to PTIs. 	Information circulated	Secretary
	<ul style="list-style-type: none"> Establish a Welcome Newsletter for all prospective and new DAC members. 	Newsletter published	RAAF Rep

6.3 YEAR 2007

<u>KRA</u>	<u>STRATEGY</u>	<u>KPI</u>	<u>OWNER</u>
1. MEMBERSHIP	• Review effectiveness of online membership registration and renewal process	Process functioning	Committee
	• Review effectiveness of Welcoming Newsletter	Increased number of on-line enquiries	Secretary
	• Review opportunities for reward and recognition.		Committee
2. ADMINISTRATION AND STRUCTURE	• Update web page to reflect the Association’s organisational and administrative structure.	Update completed	Webmaster
	• Review and update the Development Plan for 2007		Committee
	• Review effectiveness of committee structure	Structure agreed	VP and Committee
	• Review and ADFRAA Handbook.	Review completed	Committee
	• Review Sports Safety Management Policy at AGM	Review completed	Committee
3. DEFENCE ATHLETIC CLUB	• Enhance communication links between the DAC and nominated State-based local athletic clubs through formal correspondence to each Club President.	Letter sent to each Club	President
	• Review list of DAC affiliated local clubs for effectiveness and update with AA.	List updated	Director DAC

	<ul style="list-style-type: none"> • Enter DAC team to participate in ANQ Track and Field Championships events. 	Team selected	Director DAC
	<ul style="list-style-type: none"> • Review effectiveness of feedback mechanisms to DAC registered athletes. 	Review completed	Secretary
	<ul style="list-style-type: none"> • Review Registration fee structure with ANQ. 		DAC Director
4. COMPETITION AND EVENTS	<ul style="list-style-type: none"> • Conduct membership research to assist in determining the needs of members and scope for increasing the diversity of events. 	Research conducted	Dev Off
	<ul style="list-style-type: none"> • Analyse and implement results of membership survey. 		Committee
	<ul style="list-style-type: none"> • Confirm Overseas Tour and appoint coordinator 	Tour confirmed	Committee
	<ul style="list-style-type: none"> • Analyse trends in participation in ADFRAA events. 		Committee
	<ul style="list-style-type: none"> • Appoint Manager for Arafura Games Team and select team 	Team selected	President
	<ul style="list-style-type: none"> • Commit to Sports Administration course for Event Organisers. 	Funds provided and course completed	Committee
5. COACHING AND TRAINING	<ul style="list-style-type: none"> • Reviews effectiveness of coaching development program. 	No of coaches trained	President
	<ul style="list-style-type: none"> • Review effectiveness of online coaching 	No of members participating	Committee
	<ul style="list-style-type: none"> • Appoint a Coaching Director 	Appointment made	Committee

6. COMMUNICATIONS AND PROMOTION

- Continue to enhance ADFRAA web site. Webmaster
- Review and improve the Welcome Newsletter. Committee
- Survey membership regarding information needs. Survey completed Dev Off
 - Publish article on ADFRAA and DAC in national Runners magazine. Article produced President

6.4 YEAR 2008

<u>KRA</u>	<u>STRATEGY</u>	<u>KPI</u>	<u>OWNER</u>
1. MEMBERSHIP	• Review membership status and policy on DAC membership	Review completed	Committee
	• Send flyer to all members reminding them to update details	Flyer sent	Secretary
2. ADMINISTRATION AND STRUCTURE	• Review responsibilities of management committee	Review completed	Committee
	• Review progress implementation of the plan for AGM		Dev Off
	• Review progress against ADF Sports Council Criteria for Recognition and funding in DI (G) PERS 14-2.	Status improved	Committee
	• Establish online Annual General Meeting voting.	On line process established	Secretary
	• Review female participation on the committee.	Female representation maintained	Committee
3. DEFENCE ATHLETICS CLUB	• Arrange meeting with ANQ and club Administration to review progress and promotion opportunities.		President and DAC Director
	• Review Club profile and identify areas for improvement.	Areas identified	DAC Director
	• Target elite athletes for representation in AA selected teams.	Athletes	DAC

		identified	Director DAC Director
	<ul style="list-style-type: none"> • Review Registration fee structure with ANQ. 		
4. COMPETITION AND EVENTS	<ul style="list-style-type: none"> • Review events program for ongoing viability and value based on analysis. • Review competition policy. • Review success of Event Director program. 		Committee Committee Committee
	<ul style="list-style-type: none"> • Review success of ADF Inter Service Athletics event. • Examine availability of accreditation for Event Directors. 	Program successfully implemented	VP VP
5. COACHING AND TRAINING	<ul style="list-style-type: none"> • Provide ongoing commitment to coaching development program. • Approach ADF Sports Council to support training program. • Review online training and development web page and level of coaching question and feedback provided. 	Program successfully implemented	Committee President VP
6. COMMUNICATIONS AND PROMOTION	<ul style="list-style-type: none"> • Review structure of ADFRAA web site to ensure it continues to meet members' needs identified in Survey. • Review format and improve the Newsletter. • Examine feasibility of holding a function to gather members. 		Webmaster Secretary Committee

6.5 YEAR 2009

<u>KRA</u>	<u>STRATEGY</u>	<u>KPI</u>	<u>OWNER</u>
1. MEMBERSHIP	• Analyse membership by age and gender to establish trends.		VP and Secretary
	• Identify member for nomination for Awards.	Nomination raised	President and Committee
2. ADMINISTRATION AND STRUCTURE	• Review duties for Elected Office bearers.	Duty Statements updated	Committee
	• Review progress of implementation of the plan.		Dev Off
	• Review Constitution.	Constitution endorsed	Committee
	• Enhance nomination process for Annual General Meeting voting.		Secretary
	• Reaffirm Association's Patron.	Patron endorsed at AGM	President
	• Re-examine ADFSC funding status against criteria to identify areas for improvement.	Optimal status achieved	President, VP and Treasurer
	• Revise Development Plan for 2011-2015 before AGM to incorporate areas for improvement.	New plan produced and approved by Committee	President and VP

3. DEFENCE ATHLETICS CLUB	• Review membership and registration status.	DAC continues to be viable club concept	DAC Director and Secretary
	• Review Club profile with ANQ and Local Clubs.	Knowledge of DAC improved	DAC Director
	• Consider DAC team for entry into Masters Games.	ADF committed	VP and DAC Director
	• Survey DAC membership and Local Clubs for feedback on Club to identify areas for improvement.	Survey completed	Dev Officer and DAC Director
4. COMPETITION AND EVENTS	• Audit structure against Safety Management Plan and update ADFRAA Handbook.	Policy updated	VP
	• Review competition policy.	Policy updated	Committee
	• Appoint Manager for Arafura Games Team and select team	Team selected	President
	• Review success of calendar of events.		Committee
	• Review overseas tour schedule and Sports Council policy	Tour schedule approved and funded	President
5. COACHING AND TRAINING	• Establish Coaching Director duty statement.	CD duty statement in place	President and CD
	• Provide ongoing commitment to coaching development program.	No. of qualified coaches increased	CD
	• Review online coaching and development web page and level of coaching question and feedback provided.		CD

6. COMMUNICATIONS AND PROMOTION

- | | | |
|---|-------------------------------------|------------------|
| • Review structure of ADFRAA web site to ensure it continues to meet members' needs identified in Survey. | Initiatives implemented | Secretary |
| • Review format and improve the Newsletter and resend to ITEs and PTIs. | Newsletter format improved and sent | Secretary and VP |
| • Undertake media campaign to promote the Association. | Campaign approved | VP |

6.6 YEAR 2010

<u>KRA</u>	<u>STRATEGY</u>	<u>KPI</u>	<u>COST</u>
1. MEMBERSHIP	<ul style="list-style-type: none"> Implement formal process for recognising and rewarding outstanding contributions to the sport. 	Process implemented and approved	President
	<ul style="list-style-type: none"> Review membership status and needs 	ADFRAA still relevant	Committee
2. ADMINISTRATION AND STRUCTURE	<ul style="list-style-type: none"> Establish sub-group to develop Five Year Development Plan for 2008-2012. 	Sub-committee in place	Committee
	<ul style="list-style-type: none"> Review progress and success of 2003-2007 plan 		Committee
	<ul style="list-style-type: none"> Review name change for Association name to DAC only 		Committee
3. DEFENCE ATHLETICS CLUB	<ul style="list-style-type: none"> Review links to ANQ. 	ANQ still supportive	Committee
	<ul style="list-style-type: none"> Review success of the Club. 	DAC still viable	Committee
	<ul style="list-style-type: none"> Examine results of survey of DAC membership. 		Committee
4. COMPETITION AND EVENTS	<ul style="list-style-type: none"> Review Events structure. 	Structure reviewed and successful	Committee
	<ul style="list-style-type: none"> Establish funding regime for future events. 	Funding regime implemented	Treasurer

	<ul style="list-style-type: none"> • Seek endorsement from Sports Council to Five Year Plan 		President
5. COACHING AND TRAINING	<ul style="list-style-type: none"> • Provide ongoing commitment to coaching development program. • Conduct coaching seminar. • Review online training and development web page and level of coaching question and feedback provided. 		CD CD CD
6. COMMUNICATIONS	<ul style="list-style-type: none"> • Examine IT needs. • Review success of media campaign. 	IT needs established	Secretary Committee
7. FUNDING AND PROMOTION	<ul style="list-style-type: none"> • Develop Five-Year Funding Plan. • Promote members recognised with awards in Defence media. 		Committee President

7.0 RESOURCES AND LONGCAST PROGRAM

7.1 Costs

The cost of implementation should be as far as possible absorbed within the annual operating budget. The cost of implementing the plan over the period is estimated as:

Year 2006	\$3000
Year 2007	\$2500
Year 2008	\$2000
Year 2009	\$1700
Year 2010	\$1700

7.2 Operating Budget

The Treasurer is required include implementation costs in the annual operating budget and review achievement against the budget.

7.3 Longcast Program

The longcast program of activities over the five year of this Development Plan is attached to guide the Committee on planning events. Events need to be incorporated into the annual operating budget and costed.