

STRATEGIC PLAN
2016 – 2020



Stanthorpe Sports Association Inc.

ABN: 17 077 991 216
Incorporation No: IA17426

Fostering Sport and Encouraging Healthy Lifestyles

The Stanthorpe Sports Association Inc. ("SSA") was established in 1996 *"to act as a governing body to help administer sporting and facility development of the Stanthorpe and District sporting facilities"*.

SSA is an incorporated not for profit organisation owned and operated by its members. The operation of the association is governed by a constitution that provides for its administration by a Management Committee formed from the membership.

Core activities of the SSA include:

- Planning;
- Government liaison;
- Advocacy;
- Administration, governance and operational support for clubs;
- Accessing funding;
- Exploring partnership opportunities; and
- Ensuring that facilities are of appropriate standard and compliant with lease and state sporting organisation requirements.

The Strategic Plan ("Plan") for the SSA has been developed to set the vision and direction for the association. It provides an overview of what needs to be done to build on previous planning exercises and the excellent work of previous committees in delivering on the objectives of the preceding Strategic Plan (developed in 2012). The Strategic Plan for 2016 – 2020 provides a framework that will guide decision making over the next five years. It will provide focus and will enable the SSA to be pro-active about the future.

The Plan was informed by significant research (literature review and data review) and prepared after consultation with key stakeholders through various meetings, a member survey, a planning workshop and other discussions.

Through this process, the SSA has identified key objectives that consider the needs of members and other stakeholders. Due consideration was also given to the strategic objectives of state sporting organisations, regional bodies and local leagues. The priorities of the Southern Downs Regional Council ("SDRC") were also considered as part of the process to ensure that the SSA's plan aligned with Council objectives.

Community, Health and Wellbeing, Unity, Support and **Integrity** are the core values that will drive the SSA forward so as to deliver against the key objectives in our key performance areas.

Priority Issues

An overarching SWOT analysis was conducted as part of the planning process. Discussion in relation to Key Performance Areas ensued with objectives and initiatives considered in these key areas. At the completion of the session information was refined so as to outline the priority issues identified through the planning workshop and proposed actions. The following table summarises these issues.

Issue	Action
<p>1.Governance:</p> <p>Constitution: The SSA constitution has not been reviewed in 20 years. It was originally registered in 1996. The SSA has evolved considerably over this time.</p> <p>Key issues: growth, membership, committee structure, human resources and dispersion of workload and fee arrangements.</p>	<p>Approach legal firm/s to quote on work. Consider proposals and engage firm to complete job.</p> <p>Who: Momentum consultants/ Management Committee.</p> <p>Timing: By end 2016.</p>
<p>2.Lease: Council lease negotiations and development of sub-leases / user agreements with clubs.</p>	<p>Liaise with Council.</p> <p>Who: Management Committee.</p> <p>Timing: April 2016.</p> <p>Sub-leases/ User Agreements to be commenced after lease is finalised.</p>
<p>3.Profile</p>	<p>Develop website and Facebook page.</p> <p>Who: External company.</p> <p>Timing: Project commencement by Dec 2016.</p>
<p>4.Volunteers: Recognition / Rewards.</p>	<p>Develop framework for Sports Award/ Volunteer Recognition night and prepare grant submission.</p> <p>Who: Momentum consultant/ Management Committee.</p> <p>Timing: Grant to be lodged in early 2017. Event to be delivered late 2017.</p>
<p>5.Facility upgrades (Facility Development / Master Plan)</p>	<p>Develop Master Plan and undertake scoping exercises for identified priorities. Prepare grant submission/s.</p> <p>Who: Momentum consultant/ Management Committee.</p> <p>Timing: At least 1 grant to be lodged in 2016.</p>

<p>6.Capacity building/ support/ succession planning (clubs)</p>	<p>Develop framework for a coordinated program. Prepare grant submission/s.</p> <p>Who: Momentum consultant/ Management Committee.</p> <p>Timing: Framework developed by mid-2016. At least 1 grant lodged in 2016.</p>
<p>7.Sponsorship</p>	<p>Develop Sponsorship Proposal Booklet and associated contract documentation.</p> <p>Who: Momentum consultant/ Management Committee.</p> <p>Timing: By end 2016.</p>

Vision

The SSA is the central sporting body in Stanthorpe responsible for overseeing the main sporting precinct in town. We offer a multi-sport precinct unsurpassed in the region. We provide a friendly, inclusive, community environment that ensures strong participation.

Mission

We provide an enjoyable and supportive family environment that promotes participation in sport. We advocate on behalf of user groups in order to provide a sporting environment that local people can be proud of.

Our Values – Our Culture

Our culture refers to the character of our organisation or our operating 'climate' and collective 'personality'. This is shaped by our core values, beliefs, principles, traditions, ingrained behaviours, communication, practices and style of operation.

Our core values help define our standards and behaviours and what is acceptable and what is not.

Our values define 'how we do things' at SSA.

Community

We provide a welcoming, family friendly, community atmosphere.

Health and Wellbeing

We encourage healthy lifestyles and participation both on and off the field.

Unity

We represent all sporting bodies operating from the site and foster an inclusive environment and feeling of allegiance. We are proud of our standing and reputation as the central sporting body in Stanthorpe.

Supportive

We provide a cooperative and supportive environment and encourage personal development.

Integrity

We are honest and transparent.

SWOT Analysis

The SWOT Analysis conducted in the workshop was used as a diagnostic of those positive and negative things facing the SSA at this particular point in time. Mapping out the strengths, weaknesses, opportunities and threats at the beginning of each session offers the insight necessary to inform the ensuing discussion. The table below provides the results of the SWOT Analysis conducted 16.3.2016.

<p>Strengths</p> <ul style="list-style-type: none"> • Membership – number of clubs and potential for further growth. • Community precinct. • Coordinated and unified approach to decision making. • Master planning. • Good governance. • Cost sharing (multiple users operating from site). • Historically good relations with various levels of government. • Effective grant strategy. • Committed group of core volunteers. • Excellent facilities. • Community relationships – a sporting community (for all ages - juniors and seniors). 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of income streams. • Volunteers: <ul style="list-style-type: none"> ○ Fatigued volunteers (committees). ○ Same volunteers from one year to next. ○ Overall numbers. ○ Lack of referees (football). • Ageing population. • Ageing facilities (some). • Lack of opportunities to host sporting events. • Constitution: <ul style="list-style-type: none"> ○ Upgrade required (SSA). ○ Member sporting clubs also require reviews. • Code of Conduct. • Profile – communication of the Association’s activities.
<p>Opportunities</p> <ul style="list-style-type: none"> • Evening activities – utilise lights. • Host carnivals (but with consideration of the impact on already stretched volunteers). • Community events: <ul style="list-style-type: none"> ○ Guest speakers etc. (all sports). ○ Awards of excellence. • Media management to promote activities (Facebook/ Website). • Volunteer culture – create an expectation of volunteerism particularly amongst youth and players. • Expand network (other clubs). • Increase income – grants, events, fee review, sponsorship, signage et al. 	<p>Threats</p> <ul style="list-style-type: none"> • People/ Youth leaving town – lack of work opportunities. • Increased costs (Running costs, lease obligations). • Cost of living. • Societal trend – diminishing volunteer involvement. • Changing demographics – smaller families. • Time commitment – travel 2.5 hours to an ‘away’ game at times. • Participation drop off (competing interests) as children get older. • Perception of certain sports in the media (e.g. rugby league – several recent negative issues).

Our Performance Areas

KPA1: GOVERNANCE

Status

Governance, in effect, is a set of standards relating to the effective administration of an organisation. Members of the Management Committee are elected by the members to administer the association. As such, they must, through the Management Committee ensure that the organisation operates as per the constitution or rules or collective wishes of members. The SSA's constitution is outdated and requires review to ensure that it remains appropriate.

Objectives

- Provide direction and stable leadership.
- Oversee the administration of the association.
- Provide effective decision making in a transparent and accountable environment in the best interests of members.

Initiatives Portfolio

- Ensure compliance with all requirements of statutory, tax and governing bodies including but not limited to State Sporting bodies/ local leagues, Southern Downs Regional Council and the Office of Fair Trading.
- Oversee and ensure implementation of the Strategic Plan.
- Interpret the Association's constitution and review/ upgrade this document as required.
- Authorise and/or appoint the services of volunteers and contractors as required.
- Continue to hold an Annual General Meeting and other regular meetings.
- Tenure: Ensure tenure documents are current and appropriate.
- Financial scrutiny: Approve the budget and exercise vigilance in monitoring and controlling finances.

Short Term Actions

- Constitution: Review and upgrade the constitution with consideration of growth, membership, committee structure, human resources and dispersion of workload and fee arrangements.
- Strategic Plan:
 - Ensure that the Strategic Plan is listed as a standing agenda item at Management Committee meetings to guarantee regular review and monitoring of performance.
 - Schedule a more extensive review after 12 months (April 2017).
- Tenure: Lease with Council to be finalised together with sub-leases/ user agreements/ formal documentation between SSA and clubs.

KPA2: MANAGEMENT

Status

The SSA is governed and managed by volunteers. Essentially, these volunteers do an excellent job and the facility runs in an organised fashion. By developing support material and improving systems it is expected that performance will improve.

Objectives

- Manage the day to day operations of the association in a consistent, organised and cohesive fashion in accordance with the Strategic Plan, relevant legislation, the constitution and community standards.

Initiatives Portfolio

- Operations Manual: Prepare a document that consolidates information essential to the running of the association - into a central resource. This document can then be used for training, succession planning processes and as a reference. The document should include as a minimum Policies, Procedures and Job Descriptions. Periodically review and upgrade this document once developed.
- Communication/ Profile: Raise awareness of SSA activities and the human resources/ roles required to run the association and the facility.
- Risk Management and Insurance: Act in accordance with State Sporting Organisation policy/ Council requirements and implement a structured risk management process using checklists/ tools to minimise reasonably foreseeable risks.
- Information Technology:
 - Ensure the club has an online presence (website) and appropriate social media strategy.
 - Consider creating a document repository or moving to Cloud based technology to mitigate risk and create remote access.
- Meetings: Ensure that meeting processes are conducted in a formal manner (with the Agenda distributed ahead of the scheduled meetings and matters discussed recorded in Minutes).
- Training: Consider coordinating training sessions - driven by SSA but for the benefit of all member clubs - particularly in relation to Volunteer Management and Risk Management.
- Canteen: Consider the costs/ benefits of a commercial operator.

Short Term Actions

- Profile: Disseminate and promote the Strategic Plan to member clubs and the general community so as to generate awareness of SSA objectives and key initiatives.
- Operations Manual commencement – short term focus: Job Descriptions with consideration of key roles as well as smaller jobs.
- Risk Management: Include Risk Management (facility issues) as a standing agenda item at Management Committee Meetings.
- IT: Develop a website and develop Facebook Page.

KPA 3: FINANCIAL STABILITY

Status

Bookkeeping is currently outsourced. The SSA currently submits an annual return as is required of a "Level 2 incorporated association". The SSA recorded a nominal \$65.89 loss for the year ended 30th June 2015 and delivered significant facility improvements utilising a combination of grant funds, SSA funds and donations. Closing retained profits equalled \$30,8420.40. Total Assets = \$50,820.40. Total Liabilities = \$20,000.

Objectives

- Return an annual surplus so as to ensure ongoing sustainability.
- Effectively and accurately report the financial position of the SSA to the Management Committee and members.
- Ensure that effective controls and processes are in place to protect funds.

Initiatives Portfolio

- Budget:
 - Develop and adopt an annual budget.
 - Deliver regular reports on club finances at Management Committee meetings so as to allow for monthly performance tracking.
- Grants: Continue to prepare an annual grant strategy and continually prepare and submit grant applications so as to maximise return in this area.
- Sponsorship: Develop a coordinated and targeted approach to sponsorship which includes the development of appropriate material, consideration of servicing requirements and strategy to approach the market.
 - Consider linking with other community groups.
- Controls: Continue to ensure that effective controls and processes are in place to protect club funds.
- Sinking Fund: Consider allocating an agreed portion of revenue for the purpose of supporting key projects and initiatives.
- Fundraisers: Offer social events in partnership with member clubs to build spirit and raise revenue.
- Facility Hire: Explore opportunities to offer the facility for hire for corporate purposes, birthdays, Apple and Grape activities and similar.
- Fees: Review the fee structure annually with consideration of the CPI and SSA operating costs.
- Canteen: Review prices, management arrangements and operating hours annually to ensure ongoing viability with consideration of applying a levy should operations be outsourced.

Short Term Actions

- Sponsorship – Develop a "Sponsorship Package Booklet" and associated contract.
- Events – Develop the framework for a "Community Volunteer Award Event" and explore grants to assist with cost and delivery.
- Fee Structure – Undertake a fee review as part of Constitution project.

KPA 4: FACILITIES and EQUIPMENT

Status

SSA functions from a Council site under a lease agreement. Various sub-leases and User Agreements are in place with clubs that operate from the venue. The SSA has been very active and successful in securing grants in recent times for a multitude of facility improvements. Regardless, several items still remain to realise the ultimate vision for the facility.

Objectives

- Ensure that facilities and equipment are of appropriate standard and are sufficient for the needs of users.

Initiatives Portfolio

- Facility Planning:
 - Prepare a Facility Development Plan (Master Plan) outlining facility requirements, staging and indicative costs. Expressed needs:
 - Cricket scoreboard,
 - Dressing shed improvements at C.F.White (including provision for storage and Sullivan Ovals.
 - Sullivan Oval clubhouse reconfiguration (Stage 3 works).
 - Lighting improvements at Crisp and Sheahan Ovals.
 - Entrance signage.
 - Grandstand facilities between Sullivan and Crisp Ovals.
 - Field upgrades/ access/ drainage improvements between Sheahan and C.F.White Ovals.
 - New practice wicket facility (4 wickets).
 - Entrance to C.F.White Oval – upgrade.
 - Shade.
 - Tennis: Court upgrades (resurfacing) as well as fencing and general improvements to the clubhouse.
 - Joint machinery / storage shed in south-west corner.
 - Potential school upgrades.
- Utilise identified grant opportunities where possible to support facility development and equipment projects.
- Communicate the SSA's interest in engaging members to provide 'in-kind' support where appropriate.
- In consultation with member clubs - continue to undertake annual audits to identify needs and feed information into SSA planning processes.

Short Term Actions

- Prepare Facility Development Plan (Master Plan).
- Identify short term priorities and funding opportunities.
- Prepare and lodge funding submission/s.

KPA 5: VOLUNTEERS / HUMAN RESOURCES

Status

The SSA currently operates with a core group of committed volunteers. Some of these volunteers have been involved with the SSA for a considerable amount of time. Succession planning is an important issue.

Objectives

- Increase the size of the volunteer workforce and retain volunteers.
- Engage the broader membership; and provide a supportive and organised environment where expectations are clearly outlined.

Initiatives

- Resources:
 - Develop an Operations Manual as outlined in KPA2 as a resource/ guide for the SSA committee and volunteers.
 - Continue to disseminate information, tools and resources to the volunteer workforce and broader membership as considered appropriate.
- Awards/ recognition: Conduct activities to acknowledge and show appreciation for volunteers.
- Support/ Training: In conjunction with clubs - continue to offer training opportunities and cover the costs associated with volunteer training where appropriate.
- Disperse workload:
 - Develop a structure to encourage volunteerism – more people, more roles and rosters.
- Recruitment: Undertake targeted efforts to recruit volunteers.

Short Term Actions

- Develop a proposal for a 'Volunteers Awards Night' – this could be delivered in conjunction with other community groups.
- Consider Human Resources and dispersion of workload as part of Constitution review process.
- Develop a recruitment campaign targeting retirees.

KPA 6: SPORTS

Status

The SSA enjoys strong relationships with clubs operating from the complex. The SSA continues to seek opportunities to expand its network of clubs. There is an opportunity to assist clubs by developing a 'support program' with the intent of building capacity.

Objectives

- Actively engage with; support and represent local sporting groups operating from the McGlew St facility in order to:
 - Maximise participation; and
 - Act as a conduit between clubs, government and funding bodies.

Initiatives

- Field Use: Explore opportunities to maximise use of the fields with due consideration of dispersing the load over the various playing surfaces.
- Capacity Building: Develop and implement strategies so as to support clubs from a governance and operational perspective.
- Schools: Foster relationships with local school groups in order to discuss matters relating to facility use, events, profile, dissemination and exchange of information.
- Junior Development: Support clubs in club driven bids to secure funding to deliver junior development programs.
- Participation: Support clubs in club efforts to deliver participation initiatives/ community events.
- Profile: Publicise information within the local community in relation to SSA activities and the activities of sporting groups.

Short Term Actions

- Develop a strategy for presentation to clubs in relation to a coordinated capacity building program (using external resources).

GRANT STRATEGY

Priority	Project	Funding Opportunity	Status
1	Grandstands	Gambling Community Benefit Fund (SSA).	Lodged – pending.
2	Field upgrades/ drainage works between Sheahan and C.F.White Ovals.	Gambling Community Benefit Fund (Stanthorpe City FC).	Lodged – pending.
3	Cricket scoreboard	Gambling Community Benefit Fund (Stanthorpe Cricket).	Lodged – pending.
4	Change-room improvements	Gambling Community Benefit Fund (Carlton United SC).	Lodged – pending.
5	Capacity Building Program- clubs	Qld State Govt: Get Going.	Grant/s to be lodged in 2016 round.
6	Storage Shed at Sullivan Oval (multi-use)	Gambling Community Benefit Fund.	Scoping phase.
7	Tennis court upgrades together with fencing and clubhouse improvements	Gambling Community Benefit Fund (Tennis).	Scoping phase.
8	C.F.White change-rooms.	Gambling Community Benefit Fund.	Lodged – pending.
9-11	Stage 3 Sullivan change-rooms. Lighting improvements (Crisp and Sheahan Ovals). New practice wicket facility (4 wickets).	Qld State Govt: Get Playing – Places and Spaces.	Scoping phase. Master Plan to determine priorities. At least 1 grant to be lodged in 2016 round.
12	Volunteer Awards/ Recognition Night	Qld State Govt: Get Going.	Scoping phase: Grant to be lodged in 2017.

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