



# STRATEGIC PLAN

2009 - 2014  
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## **INTRODUCTION:**

This *Strategic Plan* sets the goals and objectives of the *Tasmanian Clay Target Association Inc* for the next 5 years. With the change of leadership in the past 2 years there is an opportunity for the Association to progress with renewed interest and enthusiasm.

The strategic plan that follows will be the basis for the *TCTA* achieving or surpassing its goals in both the near and long term by implementing key strategies in the following areas :

- Strategy 1: Participation
- Strategy 2: Promotion
- Strategy 3: Development of funding and resources
- Strategy 4: Governance

To achieve the desired outcomes the *TCTA* needs to actively conduct, encourage, promote and advance competition clay target shooting within Tasmania and at National level with the performance of State representative teams.

The primary purpose of the *TCTA* is to administer and control the sport of clay target shooting in Tasmania and to promote, encourage and develop the sport under affiliation with the Australian Clay Target Association Inc.

The vision and mission for the organisation are:

### **VISION:**

Our vision is to achieve a cohesive and cooperate approach to the administration of, and participation in, clay target shooting in Tasmania

### **MISSION**

To accomplish our vision, we must;

- o increase interest in the sport of competitive clay target shooting in all disciplines starting at junior level.
- o increase interest in the administration of the our sport

A strategic plan needs to be easily understood. This plan identifies the process and objectives that the *TCTA* needs to undertake to achieve its vision and mission.

## **STRATEGY 1: PARTICIPATION**

### **ACTION PLAN 1.1 - DEVISE WAYS IN WHICH TO FURTHER ENHANCE THE PROGRAMS COMMENCED IN SOME PRIVATE SCHOOLS TO ENCOURAGE MORE JUNIOR COMPETITORS**

Scope: Review pathway structure for junior competitors at club, State and National level

Resources: Executive members/Delegates

Start Date: February 2010

Complete Date: March 2012

Project Manager: State President

Success Measures: Increase in the number of junior competitors

Ethics: Ensure all juniors are able to compete equally and without discrimination

Risks: No increase in numbers

**ACTION PLAN 1.2 – REVISE THE WAY IN WHICH STATE REPRESENTATIVE TEAMS ARE SELECTED TO ENSURE THIS STATE IS REPRESENTED BY THE HIGHEST RANKED COMPETITORS**

Scope: Review pathway structure for State Representative teams, agree relevant outcome measures, review current programs against agreed outcome measures

Resources: Executive members/Delegates

Start Date: October 2009

Complete Date: Jan 2010

Project Manager: State Secretary

Success Measures: Policy document agreed to by all relevant parties

Ethics: Competitors may feel rights are being encroached.

Risks: Policy document not achieved

**ACTION PLAN 1.3 – DEVELOP COACHING STRUCTURE**

Scope: Develop protocols for reviewing current coaches within the coaching accreditation process.

Resources: Fund 'Train the Trainer' style forums in South, North, North-West

Start Date: March 2010

Complete Date: March 2013

Project Manager: Coaching Coordinator

Success Measures: State delegates sign off on a process to ensure coaches meet the required standard

Ethics: High quality coaches who deliver the correct criteria

Risks: Lack of interest from current coaches because program is too academic

**ACTION PLAN 1.4– EFFECTIVE IDENTIFICATION OF VOLUNTEER/SERVICE GROUPS (SCOUTS, FIRE SERVICES ETC) ABLE TO UNDERTAKE TASKS AT CARNIVALS FOR A DONATION TO THEIR PARTICULAR ORGANISATION**

Scope: Identify volunteer/service groups willing to undertake various roles at State Carnivals (filling traps etc)

Resources: Telephone - Delegates/State Executive

Start Date: Feb 2010

Complete Date: Nov 2011

Project Manager: State Secretary

Success Measures: Identification of a pool of service group type organisations that will undertake tasks for a donation.

Ethics: Ensuring all groups who are willing to undertake tasks are given equal opportunity to participate

Risks: Lack of organisations to undertake tasks and inability to find individual volunteers

## **STRATEGY 2: PROMOTION**

### **ACTION PLAN 2.1 – DEVELOP PROCESSES AND RESOURCES TO MAXIMISE MEDIA OPPORTUNITIES TO INCREASE GENERAL COMMUNITY AWARENESS OF SPORT**

Scope: Develop media plan

Resources: State Secretary/Public Officer

Start Date: Sep 2009

Complete Date: Sept 2011

Project Manager: State Secretary

Success Measures: 75% of agreed media plan is achieved

Ethics: Properly promote sport of clay target shooting and safe use of firearms to general community

Risks: Expenses outweigh benefits

### **ACTION PLAN 2.2 – DEVELOP PROCESSES FOR LOBBY ACTIVITIES**

Scope: Identify relevant areas that *TCTA* should be involved in and develop policy for lobbying that establish protocols

Resources: State Executive

Start Date: April 2010

Complete Date: June 2013

Project Manager: State Secretary

Success Measures: Member organisations rate the benefit of lobbying.

Ethics: Integrity of decision making on those issues that need to have input from organisation

Risks: Clubs and members don't feel included in process

## **STRATEGY 3: DEVELOP FUNDING AND RESOURCES**

### **ACTION PLAN 3.1 – INVESTIGATE COMMERCIAL OPPORTUNITIES FOR SPONSORSHIP/PARTNERSHIPS**

Scope: Identify new possible sponsors/partners and research potential for partnership arrangements within Tasmania. Develop a formal arrangement with partners, regularly review those arrangements.

Resources: State Executive

Start Date: October 2009

Complete Date: April 2013

Project Manager: State Secretary

Success Measures: State delegates in general meeting sign off on agreements for sponsorship.

Ethics:

Risks: Member clubs see *TCTA* as diminishing their chances of establishing effective partnerships

#### ACTION PLAN 3.2 – DEVELOP EFFECTIVE OFFICE ADMINISTRATION TO ADMINISTER STRATEGIC PLAN

Scope: Identify all personnel to implement the strategic plan and develop revenue and expense projections to be signed off by the State Committee.

Resources: State Treasurer

Start Date: November 2010

Complete Date: Nov 2011

Project Manager: State Secretary

Success Measures: 80% of agreed revenue is achieved and succession plan is approved.

Risks: Expenses exceed income

#### STRATEGY 4: GOVERNANCE

#### ACTION PLAN 4.1 – IDENTIFY SKILLS REQUIRED FOR IMPLEMENTATION OF STRATEGIC PLAN

Scope: Identify current skills on State Committee and identify required skills gap to implement strategic plan. Identify potential candidates who are capable of good decision making, investigate ways to introduce the potential appointees and review appointment as part of regular State Executive evaluation

Resources: All State Delegates

Start Date: Feb 2010

Complete Date: February 2011

Project Manager: State President

Success Measures: Delegates are appointed to the State Committee who have the skills to make effective decisions for the success of Association and the implementation of the strategic plan.

Ethics: Appointment needs to be overtly matched against defined skills and communicated to stakeholders

Risks: Seen by some clubs as creating power base. Perception of self-interest factions on the State Committee