



FIT STRATEGIC PLAN 2016-19

Background

Females in Training (FIT) was established in 1994, and incorporated in 1996. FIT is a group that provides a space for women of all abilities to enjoy safe non-competitive training in a supportive environment.

FIT provides training sessions, coaching, advice and regular gatherings for women with similar interests, assisting women to set and achieve their goals in the core activities of running, water running, cycling and swimming.

The first strategic plan was developed in 2009, in consultation with members. The plan was revised in September 2012 and again in August 2016.

Introduction to Strategic Plan 2016-19

In revising the Strategic Plan, the committee and lead coaches in attendance considered the matters below.

The current FIT membership base

What attracts and retains FIT members, and what causes them to leave?

In the absence of information systems to easily support evidence-based analysis and discussion, the committee concluded that:

- FIT membership had remained relatively stable over the past few years; and
- programs such as WTTT (Women's Triathlon Training Program) and Rookie programs remain a primary way of bringing in new members.

Whilst FIT does not collect data about the reasons members leave*, the committee agreed that a consistent retention factor is the social aspect of FIT activities.

(*The committee considers that the transition to the Active Network online registration system in 2015 and the difficulty renewing memberships may have resulted in some memberships not being renewed.)

Environment – where FIT fits

The committee considered the current Canberra leisure and fitness environment in which FIT operates.

This is characterised by:

- numerous activity-based entertainment offerings and events such as the Colour Run and ‘bite-sized’ activities - one off events that require no commitment or preparation
- bigger challenges and extended training offerings such as ultra-marathons
- ‘packaged activities’ such as ‘8 week fitness challenges’ or bootcamps, and
- increased availability and use of data (data analytics) to inform business operation and planning decisions.

FIT’s mission and values

The Committee examined FIT’s mission and values, in the context of the membership base and operating environment, to check for relevance.

The committee agreed that our ‘business goal’ for the short, medium and long term is ‘to remain relevant and viable’. That is, we don’t seek to grow membership just for the sake of membership growth. The Committee felt that the FIT mission and values are still relevant, but sought to test this with members. Noting other groups being formed within FIT eg: trail running, and also with new members leaving after completion of a program, the Committee also sought to check what other activities FIT members are interested in.

The Committee agreed to explore ways to leverage the ideas and offerings in the market and combine these with our current offerings eg: runs with circuit/ strength activities included; other ‘packaged’ activity ideas. The Committee also agreed that, noting we seek to manage growth and the time and commitment of our generous volunteer coaches, we should maximize our current offerings through better marketing. We’d like to see an increase in swimming and cycling participation, for example.

Options for expanding and supporting additional/ different activity options:

- Partnering with different coaches to run programs
- Forming alliances to provide extension programs
- Fostering two-way referrals
- Investigating marketing opportunities that provide acceptable returns on investment and time.

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Following consultation with members, the Committee finalised the FIT Strategic Plan 2016-19, as set out below.

The FIT Strategic Plan 2016-2019 aims to set the direction and goals for the future of FIT. The Committee has reviewed the strategic goals of the FIT 2012 Strategic Plan and believes that these goals remain relevant to FIT forging its way forward in 2016 and the years ahead. Therefore, the 2016 Plan continues to be aligned to four key strategic goals:

- Governance and management – provide leadership through effective governance and management of FIT.
- Coaching services – ensure that quality coaching services are provided to members and that there are sufficient, accredited coaches for FIT activities.
- Personal growth and skill development – provide members with the opportunities and pathways to develop their individual skills.
- Membership services – review relevance of, and evaluate and effectively communicate, FIT activities and events.

Activities to support achievement of the goals are set out in the table on the following pages.

FIT VISION MISSION AND VALUES

Our Vision: To enrich women's lives by pursuing physical activities, creating camaraderie and attaining personal goals.

Our Mission: Fostering social interaction and empowerment by providing skills, encouragement and support for all women to participate in FIT's physical activities.

Our Values - At FIT, we:

- Support and respect ourselves and each other
- Embrace diversity
- Provide friendship and promote inclusivity
- Help you commit to doing your best
- Value enthusiasm and willingness to give back
- Focus on developing our people
- Foster a commitment to healthy lifestyles

STRATEGIC GOALS

1. Governance and management – provide leadership through effective governance and management of FIT

Goals	Activities	Responsible Officer and Timeframe
1.1 Effective governance and management	<p>1.1.1 Ensure appropriate governance, financials and systems to ensure FIT can operate effectively in all areas, including:</p> <ul style="list-style-type: none"> • Membership • Insurance • Coaching accreditation and compliance (see Goal 2). • Accounts Payable and Receivable • Communications • Events and Activities <p>1.1.2 Specific action: review relevance and efficacy of Activenetwork to support FIT operations. Marketplace review of options if required; explore technology options to record and manage member attendance and risk at training sessions.</p> <p>1.1.3 Annually review club culture, branding and profile, in light of (market, member needs etc. <i>Also see 4.3 Maintain relevance of FIT offering to support FIT club viability</i></p>	<p>Ongoing</p> <p>1.1.2 Natasha Royal, supported by Committee. Review January 2017.</p>

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1.2 Recruit, manage and maintain volunteers	<p>1.2.1 Specific action: identify volunteer coordinator; review volunteer recruitment, management and maintenance process.</p> <p>1.2.2: Ongoing activities:</p> <ul style="list-style-type: none"> a) Appoint volunteer coordinator to develop and manage the volunteer register b) Develop role descriptions/duty statements for volunteer tasks to recruit and support new volunteers c) Recruit, support and train volunteers through encouraging mentoring and appointing assistants to key volunteer positions. d) Maintain the volunteer recognition program to acknowledge FIT volunteers 	<p>Committee: By AGM; review by mid 2017.</p> <p>From mid 2017</p>
1.3 Maintain facility access	1.3.1 Contribute to Government policy and decisions through input to public consultation for access to facilities and initiatives to support FIT programs and events	Ongoing
1.4 Develop and strengthen partnerships	<p>1.4.1 Overall review of stakeholders and where we focus our efforts to determine best Return on Investment, including event support.</p> <p>1.4.1.1 (Follows 1.4.1) Determine which partnerships to maintain - Develop strong partnerships with key stakeholders [eg: Triathlon ACT Cycling, Athletics and Swimming associations, sponsors, ACTSPORT and the Government in the ACT] to identify extension opportunities for FIT members and for lobbying on common issues, by (for example):</p> <ul style="list-style-type: none"> a. Proactive promotion of sponsor organisations to members b. Offer sponsors opportunity to host “Members Nights” at their premises. <p>1.4.2 Identify and promote a number of user pays “value added” activities for FIT members (eg yoga, strength training) that FIT members can access.</p> <p>1.4.3 Identify how best to approach sponsors and fitness providers - re areas of action. Explore opportunities for membership (eg: trail running, so we don’t lose these people)</p> <p>1.3.2 Confirm longer term relationship with and support for FitAbility (noting 2015 transition to Pedal Power)</p>	<p>1.4.1 Committee – early 2017</p> <p>1.4.2 Committee – by early 2017</p> <p>1.4.3 Committee – early 2017</p> <p>1.4.4 Committee – by early 2017</p>

2. Coaching services – ensure that quality coaching services are provided to members and that there are sufficient, accredited coaches for FIT activities.

Goals	Activities	Responsible Officer and Timeframe
2.1 Recruit, manage and maintain coaching capacity	<p>2.1 Maintain the FIT coaching plan to manage coaching requirements now and into the future based on membership needs , including:</p> <ul style="list-style-type: none"> a) Identify potential new coaches and support them to undertake accreditation. b) Instigate a coach mentoring program where potential new coaches are mentored by existing coaches. c) Develop a collection of coaching resources including training programs for shared use by coaches for shared use by coaches d) Provide support to existing coaches to continue their coach accreditation pathway and updating requirements. e) Publicise FIT reimbursement policy amongst coaches f) Continue to provide coach development and learning opportunities through training bodies, sporting organisations and with appropriate associations including Triathlon, Cycling, Athletics and Swimming Associations. g) Develop and maintain an active coach recognition program. 	<p>Ongoing , and specifically:</p> <p>2.1 (b) – by mid 2017</p> <p>2.1 (f) – by late 2017</p>

3. Personal growth and skill development – provide members with the opportunities and pathways to develop their personal skills.

Goals	Activities	Responsible Officer and Timeframe
3.1 Support physical training and skills development	<p>3.1.1 Continue to provide group skill development sessions in running, cycling, water and swimming and cycling and triathlon for different levels of members from novice to advanced, including:</p> <ul style="list-style-type: none"> a) Conduct beginner programs in running, swimming and athletics b) Develop transition programs and activities to help 'once off' novices continue in FIT programs and activities provided by other organisations in athletics, cycling, swimming and triathlon (<i>Also see 3.3 Transition</i>) c) Develop sample training sessions for beginner to advanced and have them available on the website d) Assist in developing individual training programs where coach availability and time permits e) Implement mentoring program for new members f) Publish the training Programs on Facebook/Website each week for g) those who wish to do the Program outside of a FIT session. h) Provide information including conducting seminars on 'key issue' topics that could be offered to members to help build their training knowledge. (eg recovery, strength and conditioning, nutrition, injury management) i) Conduct specialist skill development sessions as required. <p>3.1.2 Identify skill development opportunities for FIT members in partnership with relevant associations including Triathlon, Cycling, Athletics and Swimming associations.</p>	Ongoing

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3.2 Provide extension skill development opportunities <i>(also see 4.4 Maintain relevance of offering and viability of FIT.)</i>	3.2.1 Conduct specialist skill development sessions as required. 3.2.2 Identify skill development opportunities for FIT members in partnership with relevant associations including Triathlon, Cycling, Athletics and Swimming associations.	As required Ongoing
3.3 Support novice/ 'once off' transition into ongoing FIT activities	3.3.1 Specific action: Develop programs and activities to help 'once off' novices continue in FIT programs and activities provided by other organisations in athletics, cycling, swimming and triathlon.	Committee – as part of activity review. 2017.

4. Membership services – review relevance of, and evaluate and effectively communicate, FIT activities and events.

Goals	Activities	Responsible Officer and Timeframe
4.1 Deliver effective communication to current and potential members	4.1.1 Use facebook and the FIT website to communicate activities and events and to seek feedback 4.1.2 Assist members to connect with others who may want to train or participate in the same event 4.1.3 Explore technology options to streamline and simplify communication with members	Ongoing
4.2 Facilitate social events	4.2.1 Continue to identify and organise after-events functions and other social activities	Ongoing

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4.3 Maintain relevance of FIT offering to support FIT club viability	<p>4.3.1 Regularly* review FIT activities to confirm relevance and evaluate value.</p> <p>I. Through member survey / email / use of analytics. <i>Note: need to do so in light of available resources both and committee.</i></p> <p>* <i>'Regularly': to be determined by the Committee. At least annually.</i></p>	For Committee discussion at least every 6 months; then for execution as determined by the Committee.
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