

**NT Weightlifting Association Inc.**

**Strategic and Operational Plan**

**2016-2020**

**Context**

This plan was prepared by the Committee and members of Northern Territory Weightlifting Association (NTWA) in January 2016. Assistance was provided by Australian Weightlifting Federation (AWF) Board member, Leanne Goldsworthy and a consultant from Strategic Associations Support**.**

The planning process used the Association’s key strategic documents - The Constitution of the NT Weightlifting Association, NT Weightlifting Association Inc. Strategic and Operation Plan 2013 – 2016, NTWA Risk Management Plan and the Australian Weightlifting Federation Strategic Plan 2015 – 2018 - as a basis to identify and consolidate the strategic activities and efforts of the Association for the next four years under this plan.

**Achievements And Successes To Date**

In reviewing its objectives and strategies the Committee acknowledged the hard work of members and supporters past and present in achieving the following successes:

* Incorporated as an Association
* Implemented the NTWA Risk Management Plan
* Hosted the National Masters Championships
* Published the annual NTWA events calendar
* Conducted competitions at NTWA affiliated clubs
* Representation at Level 3 National coaching workshop
* Upgraded teachers of the school program to Level 1 Weightlifting Coach
* Sourced support to improve governance and business management
* Improved relationships and liaison with AWF, Northern Territory Government (NTG) and affiliated gyms
* Complied with all funding requirements and deadlines
* Hosted NTWA Level 1 and 2 coaching workshops.
* Conducted specialist technique workshops for coaches, teachers and lifters
* Increased the number of affiliated clubs
* Facilitated functional movement and mobility workshops by a Physiotherapist.
* Delivered three Club referee courses and increased the number of Club referees
* Upgraded six Club referees to State referee
* Upgraded five Referees to National referee status
* Upgraded five Referees to International Weightlifting Federation (IWF) standard
* Established and promulgated the new NTWA logo and provided branded merchandise for sale

**Strategic Objectives**

NTWA is incorporated under the Northern Territory Associations Act and, accordingly, its strategic objectives are articulated in its’ Constitution. These objectives were reviewed and accepted as the Strategic Objectives of the Association for the life of this plan.

They are as follows:

 1. Organise, control and develop the sport of weightlifting in the Northern Territory under Australian Weightlifting Federation Rules.

 2. Develop and intensify friendship and cooperation amongst competitors and officials in weightlifting both in the Northern Territory and other States.

 3. Authorise and supervise all weightlifting activities of members in the Northern Territory.

 4. Maintain all affiliations with the Australian Weightlifting Federation and other Sporting organisations as may be required for the proper advancement and recognition of weightlifting.

 5. Render aid either financial or by other means to clubs or associations in the Northern Territory or elsewhere which clubs or associations are conducting the sport of weightlifting in accordance with the rules laid down by the Australian Weightlifting Federation.

 6. Present weightlifting in its proper form to the public.

 7. Do all such things as are conducive or incidental to the attainment of the above objects or any of them

**Key Aspirations**

Within the context of these objectives the Association has three Key Aspirations to which its resources and activities will be directed from 2016-2020.

**1. A HOME FOR WEIGHTLIFING NT** – NTWA has to date conducted its’ training and coaching in a space provided at a local gym under a generous but still commercial arrangement. Although cordoned off and signposted the space is located within the general gym area and other gym users can and do ignore the signage. These conditions, combined with the inherent activities of the sport of weightlifting, pose an identified risk of accident or injury for lifters and coaches of the Associations as well as general gym members. There are limited possibilities for expansion of the space or development of a dedicated space within the current facility. Current arrangements also limit the possibilities of commercialising the expertise of coaches to finance the Association’s development. Competitions are currently hosted at various training centres in the Darwin and Regional area. NTWA equipment and supplies cannot be left insitu and consequent transport of the equipment posing a risk of injury to members as well as increased risk of damage to equipment. The NTWA Committee acknowledges that to reduce risks and maximise development opportunities it is time to investigate the options available for a home base for NTWA.

**2. PLANNED SPORTS PATHWAYS FOR WEIGHTLIFTERS, WEIGHTLIFTING COACHES AND WEIGHTLIFTING OFFICIALS IN AND FROM THE NT** – Knowledge of the biomedical and performance benefits of weight training has increased in recent years. This has seen an increase in the number of people interested and capable of participating in all levels of weightlifting as a sport and an increased enthusiasm in the mainstream population for expertise and knowledge about safe lifting. In addition, the use and mass marketing of nutritional and performance enhancing substances by recreational and mainstream fitness enthusiasts have increased the need for sports to target and strategically inform participants at all levels about the requirements of their sport. The NTWA Committee acknowledges that articulating pathways for participation in all levels of weightlifting in the Northern Territory as a strategic way to accommodate these developments and facilitate participation in the sport by as many people as possible.

**3. OPTIMISED RELATIONSHIPS AND COMMUNICATIONS –** The proliferation of social media and real time communications present risks and opportunities for NTWA. The NTWA Committee acknowledges that the Association can combine the use of social media and real time communications with the prudent use of traditional communication tools to optimise relationships with funding bodies, sponsors, members and the public. The NTWA Committee also acknowledge that the risks associated with the uncontrolled or imprudent use of social media and real time communication by or in relation to the Association must and can be managed.

**Strategies**

The strategies to be employed in furthering the attainment of these objectives and key aspirations from 2016 – 2020 are organised under six main headings:

* Governance and Business Management
* Financial Management
* Effective Communication and Optimal Relationships
* Enhance Officiating Pathways
* Improve Coach Development Pathways
* Athlete Development

**The Table Of Strategies Follows**

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| **Strategy** | **Key Performance Indicators** | **Responsibility** | **Timeframe** |
| **Governance and Business Management*** Maintain effective structures to govern and manage the NTWA
* Ensure current and future NTWA Committees are equipped with necessary resources to achieve set goals.
* Ensure all negotiated Territory Government and AWF compliance deadlines are met.
* Review and promulgate appropriate codes and policies on an annual basis
* Maintain and review appropriate risk managements policies and practices
* Identify and compare options for securing a home base for NTWA in Darwin including sponsorship or commercial options
* Commence lobbying local members, Minister and opposition candidates to provide government support for the preferred accommodation model for NTWA
* Provide information to members and network about why NTWA needs a new arrangement
 | * Develop and review role descriptions for NTWA Coordinator and NTWA Committee Members
* A minimum of five (5) NTWA Committee meetings conducted in each calendar year
* Effective strategic and annual operational planning
* Annual review of performance against agreed key performance indicators
* AGMs delivered in accordance with constitution
* Compliance with the NTWA’s current constitutional requirements
* Ongoing Northern Territory Government and AWF funding derived from the attainment of negotiated key performance indicators
* Operational compliance with Working with Children, WHS, Privacy and Information Management and Anti-Discrimination requirements
* Availability of polices on the NTWA Website
* Provision of regular and effective communication about policies to all stakeholders
* Up to date risk register and action list
* Liaise with AWF to ensure up to date insurance cover in place for NTWA affiliated clubs and members ensuring cover for professional indemnity, public liability and personal accident
* Options paper /feasibility study examining the alternative accommodation models prepared and considered by Committee
* Committee decision on preferred model
* Meeting with the Minister for Sport, Number of meetings held and correspondences sent
* Information and postings on Website, Facebook and conversations with local member
 | NTWA CommitteeNTWA CommitteePresident, NTWASecretary, NTWATreasurer, NTWAPublic Officer, NTWA NTWA CommitteeNTWA Committee NTWA Members and CommitteeNTWA CoordinatorNTWA Committee | January 2017OngoingOngoingOngoingOngoingAnnually AnnuallyJanuary 2017OngoingOngoingMay 2016May 2016July 2016 |
| **Financial Management*** Implement best practice financial management budgeting and reporting practices
* Reduce the risk of financial mismanagement and fraud by implementing appropriate internal controls for merchandise and fees
 | * Implement an annual projected budget
* Adoption of approved annual budget by NTWA Committee including acknowledgement of financial priorities
* Minuted reporting against the budget at each meeting of the NTWA Committee meeting and at annual report at AGM
* Procedures for cash handling
 | Treasurer, NTWANTWA CommitteeTreasurer NTWANTWA Coordinator | AnnuallyOctober 2016OngoingJuly 2016 |
| **Effective Communication and Optimal Relationships*** Maintain effective communication with all NTWA affiliated clubs, Territory Government, AWF and other stakeholders
* Develop and implement policies and tools to enable strategic response to key and/or critical events and incidents
* Develop procedures to minimise the risks of miscommunication or negative consequences from communication
* Maximise positive communications about NTWA events and members
* Produce and promote pathways document for athletes, coaches and officials to assist them to get the most out of weightlifting as a sport
 | * AWF assisted NTWA Website operating , up to date and used by members by July 2016
* Social Media Policy and code of conduct for Members, Coaches, Competitors and officials
* Critical incident response plan
* Media release templates
* Pathways compiled and available on the internet
 | NTWA Committee and NTWA CoordinatorNTWA Coordinator NTWA CommitteeNTWA CoordinatorNTWA Coordinator | OngoingOngoingJuly 2016July 2017January 2017January 2018 |

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| **Improve coach development pathways*** Improve access to coach education resources for coaches operating at various levels through the hosting of AWF and NTWA coaching workshops
* Explore pathways to provide coaching opportunities to regional areas in the Northern Territory
 | * Annual AWF Coach Education Calendar disseminated to all stakeholders
* Facilitate a minimum of one club licence annually
* Increase in club licence holders
* Achieve minimum of one (1) accredited level 3 coach
* Continue minimum of one (1) annual coaching workshops
* Provide regional areas with information and coaching opportunities
 | Secretary, NTWAAWFNTWA CommitteeHead Coach, NTWAHead Coach, NTWANTWA Committee | December, annuallyAnnually 2016-20202016-2020Ongoing |
| **Enhance officiating pathways** * Improve access to official education opportunities for officials operating at various levels
* NTWA to conduct officiating education programs
* Explore pathways to provide officiating opportunities to regional areas in the Northern Territory
 | * Deliver a minimum of one Club Referee course annually
* Deliver a minimum of one State Referee upgrade annually
* Upgrade a minimum of two( 2) referees to National Referee status
* Upgrade a minimum of one (1) referee to IWF International standard
* Increase club referees
* Increase state referees
* Provide regional areas with information and officiating opportunities
 | NTWA CommitteeNTWA CommitteeNTWA CommitteeNTWA CommitteeNTWA CommitteeNTWA CommitteeNTWA Committee | 2016-20202016-20202016-20202016-2020AnnuallyAnnuallyOngoing |
| **Athlete Development** * Provide opportunities for youth / junior / senior / master athletes to participate in local, national and international events
* Expand the NTWA competition structure to provide opportunities that are commensurate to athlete development
* Develop schools program that includes development of coaches and lifters
* Develop a high performance program in conjunction with CDU
 | * Publish NTWA annual Events Calendar detailing qualifying periods and standards
* Assist NTWA Affiliated clubs to conduct competitions as negotiated
* Provide opportunities for athletes to attain competition experience at national and international events
* Attendance at high profiler lifter/coach workshop/s
* Attendance of teachers of school program upgrading to Level 1 weightlifting coach
* Participant in program. Attendance at Sports Science testing, workshops and working towards qualifying to compete at National events.
 | Secretary, NTWANTWA CommitteeNTWA CommitteeNTWA CommitteeNTWA CommitteeHigh Performance sub-committee | December annuallyNovember annually2016 -20202016-20202016-2020 |
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