

# Port Adelaide Cycling Club

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Strategic Plan  
2018 - 2021



# Introduction

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The development and implementation of a Strategic Plan requires the involvement and collaboration of all stakeholders to be successful. Whilst it is the “Strategic Roadmap for the Committee” it also requires the individual members to understand its importance in developing our Club and the sport within the Community.

This Strategic Plan provides the Port Adelaide Cycling Club with clear strategic and initiatives to be working towards over the next three years. It outlines the vision and mission and what is important to the Club and its members. It will be supported by an Action Plan that will assign responsibility for achieving the objectives to individuals, or where agreed by the Committee, to a sub-committee.

Our Plan is categorised into six key pillars of Governance; Club Development; Competition and Events; Communication and IT; Volunteer Development and Coordination; and Sport Development, although many of the objectives and measures could sit in a number of areas. It is designed to keep the Committee focussed on the areas that are considered vital for the development of our Club.

The Port Adelaide Cycling Club recognises that there needs to be an emphasis on supporting Club Coaches, volunteers and committees to build a strong Club. The Committee is looking forward to implementing this strategic plan with the support of its members and other key stakeholders.

Port Adelaide Cycling Club Committee  
September, 2018

# Our Mission

In April 2018, the Club conducted a member survey to assist in identifying what it does right, what it needs to improve on and how it can further develop. Over 60 responses were received.

Following this, a Strategic Planning session was held at the Hanson Reserve Velodrome which was attended by 20 members. This planning session resulted in the Mission and Values statement, and ideas and initiatives included in this document.

These statements are not aspirational. The Port Adelaide Cycling Club ethos is underpinned by each of these statements. By keeping these in mind while achieving the outcomes identified in this plan, the Club will further become one of Australia's premier cycling Clubs.



## PORT ADELAIDE CYCLING CLUB

ESTABLISHED 1885

Port Adelaide Cycling Club is a volunteer run organisation that provides its members with racing, recreation and developmental pathway opportunities in an inclusive and enjoyable environment.

### FIND US

Facebook: @PortAdeICC  
Twitter: /portadelcc  
Instagram: @portadelaidccc

### CONTACT US

Web: [pacc.org.au](http://pacc.org.au)  
Email: [committee@pacc.org.au](mailto:committee@pacc.org.au)

## MISSION STATEMENT

### CONNECTED

Develop strong relationships with:

- club members;
- volunteers;
- communities and sponsors; and
- other clubs and associations through open and transparent communication.

### INCLUSIVE

Diversity is paramount and we aim to provide opportunities for people of all ages, abilities and disciplines that encourages participation and skill development.

### ENJOYMENT

Ensure member enjoyment by:

- educating members in all aspects of the sport;
- developing our officials to run safe events;
- providing accredited coaches who are accessible to members; and
- providing opportunities for participation.

### INTEGRITY AND RESPECT

We treat everyone with respect and act with integrity. Through our actions we earn the respect of others.

### WELLBEING

We promote a fun and positive attitude to wellbeing while fostering an enjoyable social atmosphere.

### EXCELLENCE

We provide pathways to competitive cycling, in a club recognised for its success and strong-spirited ethos.

# Governance



Photo: Mark Gregory

Objective	Initiatives / Measures
<p>Develop a strong Committee supported by volunteers who understand their roles and responsibilities within the Club.</p>	<ul style="list-style-type: none"> <li>• Roles and responsibilities clearly communicated to all members and new committee members, updated as necessary.</li> <li>• Development and appointment of members to sub-committees with clear terms of reference to ensure objectives of the Club are achieved.</li> <li>• Communicate to all members the role of the Committee.</li> </ul>
<p>Provide members with clear information on Club processes and how it operates.</p>	<ul style="list-style-type: none"> <li>• Policies and processes by which the Club operates are clearly documented and available to members.</li> </ul>
<p>Effectively manage the operation of the Club to ensure financial security and viability.</p>	<ul style="list-style-type: none"> <li>• Develop and implement a Financial Management policy to inform members of decision making and other guidelines in which the Club operates.</li> <li>• Development of an annual Financial Plan to ensure clear direction on Club management and member expectations.</li> </ul>
<p>Effectively manage the utilisation of the Hanson Reserve Club Rooms.</p>	<ul style="list-style-type: none"> <li>• Ensure continued engagement with Kilkenny Cycling Club and Cycling SA to ensure effective and balanced use of the facilities at Hanson Reserve.</li> <li>• Ensure opportunities to use the facilities are well communicated.</li> <li>• Strategic master plan developed to upgrade facilities and ensure appropriate equipment is available to ensure active participation at the venue.</li> </ul>

# Club Development



## Objective

## Initiatives / Measures

Implement measures to ensure greater communication and engagement with members.

- Development of a Welcome Pack for new members, providing information on the Committee, events, training & social rides, social media contacts etc.
- Introduction of a Life Membership Policy and promotion to members to encourage recognition of valuable members.
- Implement recognition process for members reaching 5 /10 / 20 years of membership.
- Follow up lapsed memberships to encourage renewals.

Implement a program to support Club Coaches in their development to support emerging athletes to achieve success.

- Develop a program for members to undertake training to become Coaches.
- Provide opportunities for Coaches to develop their skills and ensure that they are engaged and active.

Provide pathways for recreational riders to progress to competitive racers.

- Creation of schedule for training to cater for different abilities & disciplines.
- Provide members with opportunities for team events under the PACC banner and offer incentives such as subsidies entries.

Establishment of Social Calendar for members.

- Hold a number of social events for members – e.g. fund raisers, quiz nights.
- Annual Awards night for members.



# Competition and Events

Objective	Initiatives / Measures
<p>Ensure full utilisation of Hanson Reserve Velodrome once available for use.</p>	<ul style="list-style-type: none"> <li>• Focus on track to create initial groundswell / interest for new and existing members.</li> <li>• Training program established for Hanson Reserve to include all ages and abilities, and use of road bikes for new riders.</li> <li>• Racing program developed for track.</li> </ul>
<p>Exploration of new venues for existing races.</p>	<ul style="list-style-type: none"> <li>• Holding of Cyclo Cross races at new venues.</li> <li>• Explore opportunities for hosting crits in Semaphore or other areas of Port Adelaide.</li> <li>• Utilisation of existing resources for road races with assistance from CSA or other Clubs.</li> </ul>
<p>Establishment of Club Championships.</p>	<ul style="list-style-type: none"> <li>• Introduction of Club Championships by using existing or new events (e.g. State CX champs).</li> <li>• Using a time trial as a prologue for a road race.</li> </ul>
<p>Explore new options for racing and engaging membership.</p>	<ul style="list-style-type: none"> <li>• Establishment of sub-committee to further develop competitions and events hosted by the Club.</li> </ul>



Photo: Chameleon Photography



# Communication and IT



Photo: Gemma Kernich

Objective	Initiatives / Measures
<p>Update and review the website so that it provides accurate and timely information to all members, stakeholders and the cycling community.</p>	<ul style="list-style-type: none"> <li>• Redevelop the Club website so it is up to date and has relevant information with regular newsletters being sent to all members.</li> <li>• Publication of calendar of events (including racing, training, social events and volunteer roster.)</li> <li>• Curation of Club History to document and share.</li> <li>• Develop a committee highlights and good news story on a regular basis for the website and newsletter.</li> </ul>
<p>Provide cycling specific information to members and riders.</p>	<ul style="list-style-type: none"> <li>• Develop a series of written guides on how to start cycling – fees, bike usage, etiquette, terminology, expectations, training, safety.</li> <li>• Make available information to members regarding rules and racing procedures.</li> </ul>
<p>Become a Club of choice for sponsors</p>	<ul style="list-style-type: none"> <li>• Creation of Sponsor's Pack with different levels of sponsorship.</li> <li>• Purchase of sponsors "wall" for tent / backdrop for podium.</li> <li>• Promotion of sponsors via advertising on social media and website.</li> </ul>
<p>Provision of a better Race Day experience for riders and spectators</p>	<ul style="list-style-type: none"> <li>• Utilise timing system for self-service sign on by competitors at events.</li> <li>• Greater promotion of results.pacc.org.au.</li> </ul>
<p>Promote the Club with a variety of branded merchandise.</p>	<ul style="list-style-type: none"> <li>• Explore options for an online store. Identify items to be branded and made available to members and supporters (t-shirts, caps, stickers etc.)</li> </ul>



# Volunteer Development and Coordination

Objective	Initiatives / Measures
Regularly recognise the achievements and successes of our volunteers	<ul style="list-style-type: none"><li>• Assignment of Volunteer Coordinator to oversee development of volunteers.</li><li>• Implementation of Volunteer Support and Volunteer Management Policies.</li></ul>
Develop volunteers to ensure a participation pathway can be implemented.	<ul style="list-style-type: none"><li>• Identify those who have the formal training and experience to run events as identified on the annual calendar.</li><li>• Provide ongoing training to ensure event volunteers are appropriately qualified.</li><li>• Formally appoint people to the event roles.</li></ul>
Trained and knowledgeable volunteers available at all events	<ul style="list-style-type: none"><li>• Volunteer roles defined and documented and available to members.</li><li>• Event specific training provided to new volunteers.</li></ul>
Retention of existing and encouraging new volunteers to assist the Club	<ul style="list-style-type: none"><li>• Develop and implement a range of ways to recognise our volunteers on a regular basis.</li><li>• Development of roster system to reduce volunteer burn out and ensure greater understanding of event roles across membership base.</li></ul>



Photo: Tim Loft





# Sport Development



Photo: Kerran Oates

Objective	Initiatives / Measures
<p>Junior Athlete Development</p>	<ul style="list-style-type: none"> <li>• Capitalise on success of Junior Dirt Skills and CX Dirt Skills to encourage development of riders across all disciplines.</li> <li>• Targeted engagement to 16 – 23 years olds to ensure continued engagement with the sport.</li> </ul>
<p>Development of Coaches to ensure they are engaged and their skills are available to, and utilised by members.</p>	<ul style="list-style-type: none"> <li>• Identify current and potential Coaches and assess current skills gaps.</li> <li>• Work with CSA on more flexible training methods to upskill Coaches.</li> <li>• Provide active Coaches with development opportunities to ensure they are supported for ongoing development.</li> </ul>
<p>Ensure that Commissaires are engaged, informed and actively involved in events.</p>	<ul style="list-style-type: none"> <li>• Identify the required number of Commissaires required in line with the annual calendar.</li> <li>• Provide active Commissaires with development opportunities to ensure they are supported for ongoing development.</li> </ul>
<p>Recognise and utilise Club champions and role models to inspire athletes, Coaches and Commissaires.</p>	<ul style="list-style-type: none"> <li>• Celebrate Club champions and role models on a regular basis.</li> <li>• Promote the achievements of members regularly through newsletter and online.</li> <li>• Utilise Club role models to inspire others to be involved and engaged with the Club and the cycling community.</li> </ul>