

Example - Marbles Tasmania Operational Plan 2018 - 2021

PARTICIPATION

Objective: Grow the sport of marbles through increased awareness of inclusive participation opportunities enabling sustained membership growth

Strategies What	Actions (How) Detailed description of the key actions to be undertaken to achieve each strategy (must be achievable)	Priority Low, medium or high (not everything can be high)	Time Frame Due date to complete action (not all in first year)	Resources Human, material or financial (be realistic)	Responsibility Who (allocate to position not person – inform those responsible)	Key Performance Indicators Measurement – what methods will be used to measure results (must be specific, measurable and achievable)
Promote participation opportunities	<ol style="list-style-type: none"> Collaborate with schools to engage with students and parents Participation focused articles in regular communication (existing and new) Direct approach to volunteers Engage with community organisations 	<ol style="list-style-type: none"> M M H L 	<ol style="list-style-type: none"> Ongoing 2018 Ongoing 2019 	<ol style="list-style-type: none"> H H, M H H 	<ol style="list-style-type: none"> EO, MDO EO, MLO Pres, EO Pres, EO, Clubs 	<ol style="list-style-type: none"> Regular meetings with school marble coordinators. Meet principals as opportunity arises Two articles per month in major daily newspapers and website/social media Recruit 5 new volunteers per annum. Retain current number of volunteers Number of contacts – at least 4 in each region per annum
Sustainable membership growth	<ol style="list-style-type: none"> Survey school marbles program leavers and parents Establish a school to club transition strategy (specific action plans at club level) Promote positive case studies of different membership types Promote best practice membership model Pursue nationally aligned and branded participation programs 	<ol style="list-style-type: none"> M H M M H 	<ol style="list-style-type: none"> 2018-19 2018-19 2019 2019 Ongoing 	<ol style="list-style-type: none"> H, F H H H H 	<ol style="list-style-type: none"> EO, MDO MDO, Clubs MDO, Clubs, MLO EO, Pres, Clubs MDO, Clubs, Schools 	<ol style="list-style-type: none"> Conduct an online survey and report to Board (professionally run) Strategies developed, number of students continuing to participate in marbles after leaving school Brochure and video of interviews with athletes and volunteers Guideline document on best practice membership model Level of club/school engagement
Recognise diversity and be inclusive	<ol style="list-style-type: none"> Develop a diversity strategy Review Marbles Tasmania's inclusion policy and implement Promote good news stories Provide inclusion and diversity training/education opportunities for clubs, schools and coaches Raise awareness of specialist equipment that is available 	<ol style="list-style-type: none"> H H L M H 	<ol style="list-style-type: none"> 2018 2018 Ongoing Ongoing 2018 	<ol style="list-style-type: none"> H H, M H H, F H, M 	<ol style="list-style-type: none"> Board, EO Board, EO EO, MDO, MLO EO, Board MDO, Para Coordinator 	<ol style="list-style-type: none"> Strategy published and promoted Policy developed and implemented, and equipment available (eg para) At least 2 stories per year in major media Sharing information about events, number of opportunities promoted Inventory of equipment available published on website

SPORT DEVELOPMENT

Objective: Development of all aspects of marbles

Strategies What	Actions (How) Detailed description of the key actions to be undertaken to achieve each strategy (must be achievable)	Priority Low, medium or high (not everything can be high)	Time Frame Due date to complete action (not all in first year)	Resources Human, material or financial (be realistic)	Responsibility Who (allocate to position not person – inform those responsible)	Key Performance Indicators Measurement – what methods will be used to measure results (must be specific, measurable and achievable)
Attract, retain and develop coaches and officials	<ol style="list-style-type: none"> Regular coaching forums Create a mentor program – coaching, officials Deliver accreditation courses Promote available pathways 	<ol style="list-style-type: none"> H H M L 	<ol style="list-style-type: none"> 2018 2019 2020 Ongoing 	<ol style="list-style-type: none"> H, F H H, M, F H 	<ol style="list-style-type: none"> EO, MDO EO, MDO MDO MDO 	<ol style="list-style-type: none"> Number of forums held in each region Number of mentors and mentees Number of courses, number of graduates Number of participants engaged
Recognise and reward volunteers	<ol style="list-style-type: none"> Develop a volunteering strategy Profiles of volunteers Volunteer of the 'Marbles Championships' or other events Rewards and recognition 	<ol style="list-style-type: none"> H L M M 	<ol style="list-style-type: none"> 2018 2021 2018 2019 	<ol style="list-style-type: none"> H, F H H, F F, M 	<ol style="list-style-type: none"> EO, Board EO, MLO Board EO, Board 	<ol style="list-style-type: none"> Strategy published and implemented Volunteer profiles in publications and website Number of public recognitions published Number of recognition events, improved engagement
Enable pathways for participation and development	<ol style="list-style-type: none"> Support the State talent pathway program Communicate pathway opportunities to community 	<ol style="list-style-type: none"> H M 	<ol style="list-style-type: none"> Ongoing Ongoing 	<ol style="list-style-type: none"> H, M H 	<ol style="list-style-type: none"> MDO, EO MDO 	<ol style="list-style-type: none"> Number of athletes in pathway structure by category Promotional events at clubs, schools and to general public
Support clubs, schools and marbles associations	<ol style="list-style-type: none"> Assist with running events Conduct state pennant and state championships Club, schools and marbles association visitation program 	<ol style="list-style-type: none"> M H M 	<ol style="list-style-type: none"> 2018 Ongoing Ongoing 	<ol style="list-style-type: none"> H, M H, M, F H, F 	<ol style="list-style-type: none"> EO, MDO EO MDO 	<ol style="list-style-type: none"> Number of events, equipment provided, financial viability Events held, number of participants Number of visits

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FACILITIES & INFRASTRUCTURE

Objective: Develop and maintain facilities and infrastructure to capitalise on opportunities

Strategies What	Actions (How) Detailed description of the key actions to be undertaken to achieve each strategy (must be achievable)	Priority Low, medium or high (not everything can be high)	Time Frame Due date to complete action (not all in first year)	Resources Human, material or financial (be realistic)	Responsibility Who (allocate to position not person – inform those responsible)	Key Performance Indicators Measurement – what methods will be used to measure results (must be specific, measurable and achievable)
Provide quality facilities and infrastructure	<ol style="list-style-type: none"> Maintain facilities at 'international' standard Improve facilities at regional clubs Equipment for state team Ensure accessible infrastructure for para participants Apply for government & community grants Support regional competitions with Marbles Tasmania resources and equipment 	<ol style="list-style-type: none"> H M M M H H 	<ol style="list-style-type: none"> Ongoing 2019 Ongoing Ongoing Ongoing Ongoing 	<ol style="list-style-type: none"> H, M, F M, F M, F M, F H, F H 	<ol style="list-style-type: none"> EO, Board EO, Clubs EO, MDO EO, MDO, Para Coordinator EO, FM EO 	<ol style="list-style-type: none"> Budget allocation, condition of infrastructure, annual infrastructure report Have course marking equipment available, club field of play management plans Facilitate high quality marbles equipment for interstate team use Equipment and facilities to support para participants Number of applications and monies received Provision of resources and equipment and number of events supported
Develop and expand sustainable commercial opportunities	<ol style="list-style-type: none"> Develop a business plan for full utilisation of facilities Promote resources and venues for corporate functions Interstate and international training camps Create broader community awareness of facilities through use of the media 	<ol style="list-style-type: none"> H L M M 	<ol style="list-style-type: none"> 2018 Ongoing Ongoing Ongoing 	<ol style="list-style-type: none"> H, F, M F, M H, F, M H 	<ol style="list-style-type: none"> EO, FM, Pres EO EO, MDO EO 	<ol style="list-style-type: none"> Complete business plan Develop promotional materials and advertise – number of corporate events per annum Number of external bookings Develop promotional material, engage with coaches to provide services, develop relationship with equipment suppliers to have marbles gear available
Utilise facilities to enhance and develop marbles	<ol style="list-style-type: none"> Promote venues for training camps, interstate and international competitions Facilitate hire equipment to visitors 	<ol style="list-style-type: none"> M M 	<ol style="list-style-type: none"> 2019 2020 	<ol style="list-style-type: none"> H, M F, M 	<ol style="list-style-type: none"> EO, MDO EO, Board 	<ol style="list-style-type: none"> Number of events and participants Increase in visitation

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GOVERNANCE & ADMINISTRATION

Objective: Ensure best practice governance and administration in the provision of services to the marbles community

Strategies What	Actions (How) Detailed description of the key actions to be undertaken to achieve each strategy (must be achievable)	Priority Low, medium or high (not everything can be high)	Time Frame Due date to complete action (not all in first year)	Resources Human, material or financial (be realistic)	Responsibility Who (allocate to position not person – inform those responsible)	Key Performance Indicators Measurement – what methods will be used to measure results (must be specific, measurable and achievable)
Promote and implement best practice governance	<ol style="list-style-type: none"> Develop a corporate governance manual Adopt best practice procedures (include alignment with Marbles Australia) Develop conflict of interest register Develop integrity policy Promote risk management policies in clubs and schools 	<ol style="list-style-type: none"> M H H M H 	<ol style="list-style-type: none"> 2019 Ongoing Ongoing 2019 Ongoing 	<ol style="list-style-type: none"> H, F H H H H 	<ol style="list-style-type: none"> Board Board, EO, MDO Board Board EO 	<ol style="list-style-type: none"> Manual developed (external provider) and published Best practice guideline developed includes ASC Unified Behaviours, Sport Governance Guidelines, SSO Checklist Conflict of interest register available for each Board meeting Policy published Up to date policies in line with Marbles Australia, ASC etc.
Continual improvement of administration practices and procedures	<ol style="list-style-type: none"> External review of Board structure and performance Induction of new Board members Training for Board members and staff 	<ol style="list-style-type: none"> M H H 	<ol style="list-style-type: none"> Triannual Annual Ongoing 	<ol style="list-style-type: none"> H, F H H, F 	<ol style="list-style-type: none"> Pres, Board Pres, EO Board 	<ol style="list-style-type: none"> Report provided to Board Number of Board members inducted Budget allocation, number of courses/seminars attended
Provide leadership and education to the marbles community	<ol style="list-style-type: none"> Coordinate training in corporate governance and sports administration Volunteer training Conduct coach forums annually 	<ol style="list-style-type: none"> M H L 	<ol style="list-style-type: none"> 2020 2019 2020 	<ol style="list-style-type: none"> H H, M H, F 	<ol style="list-style-type: none"> EO EO MDO 	<ol style="list-style-type: none"> Promote and assist with delivery of courses - number of training courses provided or facilitated Number of volunteers trained Number of forums provided and attendees

COMMUNICATION & MARKETING

Objective: *Effective communication and marketing*

Strategies What	Actions (How) Detailed description of the key actions to be undertaken to achieve each strategy (must be achievable)	Priority Low, medium or high (not everything can be high)	Time Frame Due date to complete action (not all in first year)	Resources Human, material or financial (be realistic)	Responsibility Who (allocate to position not person – inform those responsible)	Key Performance Indicators Measurement – what methods will be used to measure results (must be specific, measurable and achievable)
Use contemporary communication	<ol style="list-style-type: none"> 1. Improve website (external provider) 2. Improve electronic communication 3. Social media policy 	<ol style="list-style-type: none"> 1. M 2. H 3. H 	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. 2018 	<ol style="list-style-type: none"> 1. H, F 2. H 3. H 	<ol style="list-style-type: none"> 1. EO 2. EO 3. EO 	<ol style="list-style-type: none"> 1. Budget allocation, website up and running 2. E-newsletter publication, targeted, timely and relevant communication 3. Policy published
Promote Tasmania as a sporting destination for marbles	<ol style="list-style-type: none"> 1. Use promotional video as a tool 2. Develop promotional brochure 3. Engage with Tourism Tasmania and local councils 	<ol style="list-style-type: none"> 1. H 2. M 3. L 	<ol style="list-style-type: none"> 1. Ongoing 2. 2019 3. 2019 	<ol style="list-style-type: none"> 1. H, F 2. H, M, F 3. H 	<ol style="list-style-type: none"> 1. EO 2. EO 3. MLO 	<ol style="list-style-type: none"> 1. Number of times video sent to potential clients and follow up engagement, video on tourism websites 2. Brochure published and available for dissemination 3. Number of meetings with Tourism Tasmania and local councils and action items
Foster relationships with media	<ol style="list-style-type: none"> 1. Regular meetings with key media personnel 2. Provide media releases 	<ol style="list-style-type: none"> 1. H 2. M 	<ol style="list-style-type: none"> 1. 2018 2. Ongoing 	<ol style="list-style-type: none"> 1. H 2. H 	<ol style="list-style-type: none"> 1. MLO 2. EO, MLO 	<ol style="list-style-type: none"> 1. Number of meetings 2. Number of releases, number of media articles published
Promote the sport of marbles	<ol style="list-style-type: none"> 1. Participation at community events 2. Twilight matches in key areas 3. Corporate marbles 4. Come and try days 	<ol style="list-style-type: none"> 1. L 2. L 3. L 4. M 	<ol style="list-style-type: none"> 1. 2018 2. 2020 3. 2021 4. 2020 	<ol style="list-style-type: none"> 1. H, M, F 2. H, M 3. H, M 4. H, M 	<ol style="list-style-type: none"> 1. Board, MDO 2. MDO 3. MDO 4. MDO 	<ol style="list-style-type: none"> 1. Number of community events 2. Number of matches held 3. Number of corporations involved 4. Number of events in each region
Sponsorship	<ol style="list-style-type: none"> 1. Develop a sponsorship and fundraising strategy 	<ol style="list-style-type: none"> 1. H 	<ol style="list-style-type: none"> 1. 2019 	<ol style="list-style-type: none"> 1. H 	<ol style="list-style-type: none"> 1. EO, Board 	<ol style="list-style-type: none"> 1. Strategy developed and endorsed by Board

HIGH PERFORMANCE

Objective: Support and enable high performance pathways and opportunities

Strategies What	Actions (How) Detailed description of the key actions to be undertaken to achieve each strategy (must be achievable)	Priority Low, medium or high (not everything can be high)	Time Frame Due date to complete action (not all in first year)	Resources Human, material or financial (be realistic)	Responsibility Who (allocate to position not person – inform those responsible)	Key Performance Indicators Measurement – what methods will be used to measure results (must be specific, measurable and achievable)
Contribute as a key partner in the management and delivery of a State pathway talent program	1. Deliver talent to the pathway talent program squad	1. M	1. 2020	1. H	1. EO, Pres, MDO	1. Data and recommendations on all athletes provided to the talent program annually
Provide athletes with the opportunity to progress through the high performance pathway	1. Undertake recruitment in schools and clubs	1. M	1. 2020	1. H	1. EO, MDO	1. Number of athletes recruited annually
Strengthen high performance relationships	1. Support individuals 2. Provide equipment for interstate teams 3. Financial support for representatives	1. M 2. M 3. L	1. 2019 2. 2020 3. 2021	1. H, F 2. M 3. H, F	1. EO, MDO 2. EO, Pres 3. EO, Pres	1. Strategy for athlete support including transition out of high performance program 2. See facilities section 3. Corporate sponsorship for State teams

Key: EO = Executive Officer, Pres = President, MLO = Media Liaison Officer, Board = Board or sub-committee, FM = Finance Manager, MDO = Marbles Development Officer
It is the Board responsibility to allocate tasks.