



**ACTIVE BROKEN HILL INC.**

**STRATEGIC PLAN  
2010-2012**

*Play your part*

**Prepared:** 18<sup>th</sup> February 2010

## Vision

*To increase the number of local people involved in organised sport, incidental physical activity and active recreation.*

## Mission

*Active Broken Hill Inc. works to promote and facilitate increased participation in quality sporting and active recreation opportunities in order to ensure a healthy and vibrant local community.*

## Values

*Leadership*

*Commitment*

*Integrity*

*Equity and Access*

*Vision*

# Authorisation

The management committee of Active Broken Hill Inc. authorises the acceptance of the contents of this strategic plan and supports its implementation:

Ken Kennedy \_\_\_\_\_ Date \_\_\_\_\_  
(signature)

Tegan Hinchey \_\_\_\_\_ Date \_\_\_\_\_  
(signature)

Steve Burton \_\_\_\_\_ Date \_\_\_\_\_  
(signature)

Milton Hawke \_\_\_\_\_ Date \_\_\_\_\_  
(signature)

Margaret Lesjak \_\_\_\_\_ Date \_\_\_\_\_  
(signature)

Andrew Flint \_\_\_\_\_ Date \_\_\_\_\_  
(signature)

Scott Umback \_\_\_\_\_ Date \_\_\_\_\_  
(signature)

# Committee Summary

## **History**

Active Broken Hill Inc. was brought into existence in July 2009 with the aim of establishing a lead body to assist in the development of local capacity to facilitate greater participation in organised sport, active recreation and healthy lifestyles for the Broken Hill community.

## **Why the need?**

Active Broken Hill Inc. was established to address declining physical activity levels and the resulting effect on preventable health conditions. Sustaining sport and recreation at a community level is of vital importance to the community of Broken Hill because it brings our community together. It has always had a unique ability to overcome racial, gender and socioeconomic barriers. These issues are not unique to the local area. They are challenges being faced by both government and non government agencies throughout Australia.

The Australian Government recognises the link between low exercise levels and our status as one of the world's most overweight developed nations<sup>1</sup>. Across the country, participation in community sport has declined by an average of one hour per week in the last decade with a recent survey reporting that approximately 73% of Australians did not participate in organised sport<sup>1</sup>. The current government has placed the sport portfolio into the Department of Health as part of its approach to building a healthier nation.

At a state level, the NSW government and sports industry recognise a need to increase participation in sport and stress the importance of an all-of-community approach. The role sport and recreation plays in building social capital and shaping our communities is widely acknowledged. The Premier's Council for Active Living recently examined critical success factors in selected initiatives that aimed to address such challenges. These success factors included, but were not limited to; building strong local partnerships, ensuring initiatives are community specific, and the need for sustainability through policy context, integration and evaluation and feedback<sup>2</sup>.

## **Our community**

Locally, levels of physical inactivity are decreasing significantly, resulting in a range of chronic health issues. Statistics show overweight/ obesity levels are higher here than in other parts of the state.<sup>3</sup> Recent findings also show that the Broken Hill Local Government Area has a significantly higher rate of hospital admissions attributable to high body mass when compared to the state average<sup>4</sup>. The danger of certain sports ceasing in Broken Hill could see physical activity decline further, having an even greater impact on health decline in the local population.

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<sup>1</sup> *Australian Sport: emerging challenges, new directions (Australian Government – 2008)*

<sup>2</sup> *Final report – Guidelines for the use of physical activity for community development purposes (Premier's Council for Active Living NSW - 2008)*

<sup>3</sup> *2007 Report on Adult Health for the Barrier Division of General Practice (NSW Health - 2007)*

<sup>4</sup> *The Health of the people of New South Wales, Report of the Chief Health Officer (NSW Health - 2008)*

In December 2009, the management committee of Active Broken Hill Inc. participated in its inaugural strategic planning workshop with a vision of establishing a clear direction for the next 3 years, based on community needs.

The management committee is aware of the need to establish credibility and lead by example in the pursuit of professional standards and sustainable existence. The committee therefore sought expert guidance from a mentor organisation throughout the strategic planning process. Active Broken Hill Inc. acknowledges the valuable contributions of Carmel Mackay and the Mallee Sports Assembly during this important stage of development and looks forward to an ongoing reciprocal relationship between the two organisations.

The committee also wishes to acknowledge the contributions made by John Harris (Partnership Community Project Officer - Aboriginal Affairs NSW), Jackie van der Neut (Business and Remote Services Planner - Greater Western Area Health), Dean Umback (Manager Employment Services – Sunraysia Murray Group Training), Kate Attard (Executive Officer – Broken Hill Enterprise Development Centre) and Jeffrey Slatter (Senior Project Officer Industry Development Unit - Communities NSW, Sport and Recreation).

### **Our Goals and Strategies**

The Plan is aligned to *Game Plan 2012* which sets a new direction for the sport and recreation industry in NSW.

The Plan outlines strategies for six priority areas:

- 1. To establish effective business practices that ensure future viability**
- 2. Identify current trends to ensure future initiatives meet local needs**
- 3. Provide an information hub for local sport and active recreation**
- 4. To promote and educate the community on the benefits of physical activity**
- 5. To encourage and promote continuous improvement and sustainability for clubs and organisations**
- 6. To increase the profile of Active Broken Hill Inc. in the local community**

### **Implementation and role of the committee**

The management committee of Active Broken Hill Inc. consists of a Chair, Secretary, Treasurer and Committee members (4). The committee are committed to working with its relevant partners to deliver quality and innovative products and services to the local community. Success in realising Active Broken Hill' Inc.'s vision outlined in this Strategic Plan, both in the immediate and longer term future relies on the support of the Broken Hill Sporting and Active recreation community and relevant stakeholders including Broken Hill City Council and the general community at large.

# Goals and Strategies

## 1. To establish effective business practices that ensures future viability

**Strategy:** Establish a mentoring relationship with a similar type organisation

**Success Measure:** Formal establishment of a mentoring agreement

**Responsibility:** Committee / Mallee Sports Assembly

**Timeframe:** June 2010

**Strategy:** Develop a business plan to achieve organisational goals

**Success Measure:** Development and implementation of an annual business plan

**Responsibility:** Committee / Business Advisor

**Timeframe:** April 2010, 2011, 2012

**Strategy:** Establish a sound financial position

**Success Measure:** Sound financial practices developed and implemented

**Responsibility:** Finance Committee / Committee

**Timeframe:** April 2010, 2011, 2012

**Strategy:** Implement sustainability measures to decrease administrative reliance on committee

**Success Measure:** Employment of PT employee to undertake administrative tasks

**Responsibility:** Committee / PT staff member

**Timeframe:** December 2012

**Success Measure:** Acquisition of office space

**Responsibility:** Committee / Real Estate agent

**Timeframe:** December 2012

**Strategy:** Establish a network of expert advisors to assist our operations

**Success Measure:** Active Broken Hill Inc. advisory panel developed

**Responsibility:** Committee, financial advisor, business advisor, legal advisor, PR advisor

**Timeframe:** July 2010

**Strategy:** Conduct annual review of strategic plan validity

**Success Measure:** Strategic plan review conducted

**Responsibility:** Committee

**Timeframe:** November 2010, 2011, 2012

## **2. Identify current trends to ensure future initiatives meet local needs**

**Strategy:** Determine sport/physical activity trends of local individuals

**Success Measure:** Individual data collected and analysed

**Responsibility:** Committee

**Timeframe:** March 2010

**Strategy:** Determine needs of local sport and active recreation groups

**Success Measure:** Groups data collected and analysed

**Responsibility:** Committee

**Timeframe:** March 2010

**Strategy:** Identify key partners/stakeholders that can assist in the achievement of our goals

**Success Measure:** Community audit conducted

**Responsibility:** Committee

**Timeframe:** April 2010, 2011, 2012

### **3. Provide an information hub for local sport and active recreation**

**Strategy:** Obtain and maintain information regarding local sporting and active recreation groups

**Success Measure:** Sport and Active recreation Database/Directory developed

**Responsibility:** Committee

**Timeframe:** May 2010

**Strategy:** Identify and promote existing opportunities for participation in organised sport and active recreation

**Success Measure:** Ongoing audits conducted of existing sport and active recreation opportunities

**Responsibility:** Committee

**Timeframe:** October 2010

**Strategy:** Develop and maintain a website representative of the organisation and its stakeholders

**Success Measure:** Active Broken Hill Website established

**Responsibility:** Committee / External web developer

**Timeframe:** June 2011

**Strategy:** Develop comprehensive communication measures

**Success Measure:** Development and implementation of communications measures

**Responsibility:** Committee

**Timeframe:** April 2010, 2011, 2012

#### ***4. To promote and educate the community on the benefits of physical activity***

**Strategy:** Disseminate information on current successful physical activity initiatives

**Success Measure:** Case studies of successful physical activity initiatives highlighted

**Responsibility:** Committee / local media

**Timeframe:** May 2011, ongoing

**Success Measure:** Facilitation of a regular common interest print media column

**Responsibility:** Committee / local print media / column contributors

**Timeframe:** May 2010, ongoing

**Strategy:** Form alliances with key health industry bodies that service our local area

**Success Measure:** Memorandum of understanding developed with two key bodies (Greater Western Area Health Service & Barrier Division of General Practice)

**Responsibility:** Committee / Greater Western Area Health Service & Barrier Division of General Practice

**Timeframe:** June 2010, October 2011

## **5. To encourage and promote continuous improvement and sustainability for sporting clubs and similar organisations**

**Strategy:** To be transparent, accountable and responsive in our decisions and actions

**Success Measure:** Development and implementation sound governance

**Responsibility:** Committee / NSW Dept of Fair Trading / Legal Advisor

**Timeframe:** April 2010, 2011, 2012

**Success Measure:** Equity and access policy developed and promoted

**Responsibility:** Committee

**Timeframe:** April 2010

**Success Measure:** Undertake annual audit of operations

**Responsibility:** External Auditor

**Timeframe:** July 2010, 2011, 2012

**Strategy:** To conduct workshops and information forums on best practice and special interest areas

**Success Measure:** Regular Information workshops/forums conducted

**Responsibility:** Committee

**Timeframe:** March 2011, 2012 / June 2010, 2011, 2012 / September 2010, 2011, 2012

**Strategy:** To partner with relevant organisations to continue to respond to changing trends

**Success Measure:** Partnership agreement developed with Broken Hill City Council

**Responsibility:** Committee / partner organisations

**Timeframe:** February 2012

**Strategy:** To manage risk associated with our operations

**Success Measure:** Development and implementation of risk management processes

**Responsibility:** Committee

**Timeframe:** April 2010, 2011, 2012

**Strategy:** Maintain awareness of new trends and requirements in the sport and health industries

**Success Measure:** Regularly review literature and attend relevant forums

**Responsibility:** Committee

**Timeframe:** Ongoing

## **6. To increase the profile of Active Broken Hill Inc. in the local community**

**Strategy:** Develop and implement a marketing campaign which promotes the benefits of membership of Active Broken Hill Inc.

**Success Measure:** Development and implementation of marketing campaign

**Responsibility:** Committee / PR advisor / Media Officer

**Timeframe:** April 2010, 2011, 2012

**Strategy:** Active involvement in events and sport/physical activity initiatives

**Success Measure:** Participation in relevant local sport/physical activity initiatives

**Responsibility:** Committee / local community

**Timeframe:** September 2010, 2011, 2012