



***MODERN PENTATHLON AUSTRALIA
STRATEGIC PLAN 2018 - 20***

OBJECTIVE:

Overview

Modern Pentathlon Australia (MPA) is the governing body for the sport of Modern Pentathlon in Australia. Currently there are four member states – Victoria, NSW, Queensland and Western Australia. Each of these states have their own local Association.

MPA maintains a close working relationship with its international federation, the Union Internationale de Pentathlon Moderne (UIPM) and also the Oceania Confederation. As MPA and Oceania are very closely aligned and consist largely of the same executive and administrative personnel it should be noted that the focus of the Oceania Confederation is on development programs and activities, primarily the World Schools Biathlon, Laser Run and Biathle and the growth of the sport in nations other than Australia.

The focus of MPA sits with overarching governance of the sport in Australia; high performance including Team selection and management; oversight of development pathways (youth and junior athletes); endorsing of domestic pentathlon and tetrathlon events; and marketing, media and promotional activities.

Sydney 2000 Olympian, Kitty Chiller, is the elected President of the Australian Federation. (Kitty is concurrently President of Modern Pentathlon Oceania and thus also sits on the UIPM Executive Board). John Fernon and Ashley Howden are Vice Presidents of MPA, with Ashley also acting as Media and Marketing Director. (John Fernon is also President of the NSW Association). The Executive Board also includes Treasurer Ernie Fontaine (who also serves as Treasurer of the Oceania Confederation) and Secretary Melanie Zimmerman. See Appendix A for full list of roles and responsibilities of all Directors.

Scope of the plan:

This strategic plan has been developed to not only provide an overview of short and mid-term focus areas, but to also serve as a practical planning tool with detailed Objectives, Activities and associated Budget. This plan will also provide a structure for regular reporting to the UIPM and to the Oceania Confederation. The plan includes an analysis of the current strengths and weaknesses, and the existing risks and identified opportunities of the environment in which MPA operates. It is essential to fully understand this environment to ensure that planned activities are both realistic and relevant. This plan, and an aligned more detailed Activity Plan, will be reviewed regularly by the MPA Executive and used as a means to report to member states and the UIPM on a regular basis.

Key areas of focus for 2018-20:

1/ Governance – Adopt a relevant and compliant constitution; develop a realistic and relevant Strategic Plan and share this with member states; develop a comprehensive suite of policies and procedures for Governance of the Federation and also for Team selection and management; ensure consistency of policies and procedures with member states; develop a comprehensive risk register for all activities

2/ High Performance – Focus on domestic and international development opportunities for youth and junior athletes; support Tokyo 2020 Olympic prospective athletes with the aim of having one male and two female athletes selected onto the 2020 Australian Olympic Team

3/ Marketing, Media and Communications – Develop a world class brand identity; a fit for purpose digital presence and appropriate social media channels and operating principles that are aligned nationally

4/ Commercialisation – Maximise funding opportunities from the Federal Government and Australian Olympic Committee, as well as investigating and pursuing philanthropic and other commercial opportunities; encourage member states to access local funding opportunities

5/ Participation and Events – Develop and distribute an endorsed national calendar of events and allocate the National Championships to a member state; ensure comprehensive risk management plans and protocols are in place for all MPA endorsed events; provide opportunities to increase local judging and coaching expertise by facilitating access for individuals to UIPM courses; and promote participation in MPA events through strategic liaison with pony club associations and general promotion to potential athletes

SWOT analysis:

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none">- Current Olympic female Gold Medallist (Chloe Esposito) and top 8 male Olympic result (Max Esposito)- Top 8 finisher at 2017 World Junior Championships (Marina Carrier)- Committed squad of Youth athletes- Dedicated Youth / Junior Coach in Adam Temesi and Eszter Hortobagyi- Dedicated Executive Board members	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none">- No funding from Australian Sports Commission- No paid staff- No formal club structure or accredited coaches in place to refer interested new athletes to- Current 'isolation' of states in respect of alignment, communication and processes- Lack of committed younger administrators coming through and subsequent lack of opportunity for succession planning- Website
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none">- Philanthropic support through Executive Board networks and contacts- Align National and State policies and processes to have a seamless and integrated federated structure- Website- Sponsorship	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none">- Other popular multi sports such as Triathlon- Website

<p>Responsible: Kitty Chiller (& High Performance Committee)</p>	<ul style="list-style-type: none"> - 1 – 3 Podium finishes at World Cup events - Top 5 result at World Junior Championships - Full team representation at World Under 19 (Youth) Championships - Representation at World University Championships - Finish in top 50% of field in male and female event at Youth Olympic Games - Apply for any relevant grants from ASC / AOC - Acquit all funding monies from AOC and ASC in a timely manner <p>BUDGET: INCOME: \$7,500 grant received from AOC for 2018 HP management</p> <p>COSTS: \$7,500 – travel to ASC/AOC HP meetings</p> <ul style="list-style-type: none"> - HP Committee meeting travel - Travel to 1 overseas competition for HP Manager 	<ul style="list-style-type: none"> - Podium finish at World Championship and/or World Cup Final - 1 – 3 Podium finishes at World Cup events - Representation at World University Games - Apply for any relevant grants from ASC / AOC - Acquit all funding monies from AOC and ASC in a timely manner <p>BUDGET:</p> <p>COSTS: \$7,500 – travel to ASC/AOC HP meetings</p> <ul style="list-style-type: none"> - HP Committee meeting travel - Travel to 1 overseas competition for HP Manager 	<ul style="list-style-type: none"> - Qualification of one male and two female athletes to the 2020 Australian Olympic Team - 0 – 1 Gold Medals and 1 – 2 Medals at Tokyo 2020 Olympic Games - Apply for any relevant grants from ASC / AOC - Acquit all funding monies from AOC and ASC in a timely manner <p>BUDGET:</p> <p>COSTS: \$7,500 – travel to ASC/AOC HP meetings</p> <ul style="list-style-type: none"> - HP Committee meeting travel - Travel to 1 overseas competition for HP Manager
<p>3/ MARKETING, MEDIA & COMMUNICATIONS</p>	<p>DELIVERABLES:</p>	<p>DELIVERABLES:</p>	<p>DELIVERABLES:</p>

<p>Responsible: Ashley Howden & Melanie Zimmermann</p>	<ul style="list-style-type: none"> - Build a new mobile-friendly MPA website and assign administrative rights - Develop a world class brand identity - Develop fit for purpose social media channels incl. Facebook and Instagram - Align all current state and national digital and social media channels - Develop operating and administrative principles for management of all digital and social media channels - Implement @pentathlon email address for key positions <p>BUDGET:</p> <ul style="list-style-type: none"> - Brand identity development: \$500-600 - Web hosting/ Wix subscription - \$600 p/a - Wix website configuration and design: \$1,000 - Domain name registrations: \$200 p/a 	<ul style="list-style-type: none"> - Develop strategy for regular content creation and curation to support ongoing digital & social channels - Regular updating of digital and social media channels - Develop eventbrite page for registration of events and ticketing - Create interactive online membership form and online payment collection - Source <i>pro bono</i> or subsidised (<i>in contra</i>) public relations resource and develop regular cadence for outbound media relations <p>BUDGET:</p> <ul style="list-style-type: none"> - Web hosting/ Wix subscription - \$600 p/a - Domain name registrations: \$200 p/a - PR - \$XX?? p/a 	<ul style="list-style-type: none"> - Regular updating of digital and social media channels - Work with AOC media & marketing teams to support MPA athletes in run-up to Tokyo 2020 <p>BUDGET:</p> <ul style="list-style-type: none"> - Web hosting/ Wix subscription - \$600 p/a - Domain name registrations: \$200 p/a - PR - \$XX?? p/a
<p>4/ COMMERCIALISATION</p> <p>Responsible:</p>	<p>DELIVERABLES:</p> <ul style="list-style-type: none"> - Develop potential sponsorship packages. 	<p>DELIVERABLES:</p> <ul style="list-style-type: none"> - Raise \$150K of philanthropic or commercial funding to support 	<p>DELIVERABLES:</p> <ul style="list-style-type: none"> - Raise \$150K of philanthropic or commercial funding to

<p>Ashley Howden; Kitty Chiller & Mel Zimmerman</p>	<ul style="list-style-type: none"> - Raise \$150K of philanthropic or commercial funding to support the administration of the sport. - Develop <i>in lieu</i> partnerships for sporting equipment and support services when possible. - Develop relationship with ASC/AIS for further funding opportunities - Improve the overall and ongoing financial wellbeing of MPA to enable the recruitment of a permanent CEO (part or full time). - Secure agreement on access to elite MPA athletes and assist them with their individual profile development to elicit further commercialisation opportunities. <p>BUDGET:</p> <ul style="list-style-type: none"> - Design of Sponsorship Digital Brochure: \$300 	<p>the administration of the sport.</p> <ul style="list-style-type: none"> - Develop <i>in lieu</i> partnerships for sporting equipment and support services when possible. - Develop relationship with ASC/AIS for further funding opportunities <p>BUDGET:</p> <ul style="list-style-type: none"> - Design of Sponsorship Digital Brochure: \$300 	<p>support the administration of the sport.</p> <ul style="list-style-type: none"> - Develop <i>in lieu</i> partnerships for sporting equipment and support services when possible. - Develop relationship with ASC/AIS for further funding opportunities - Develop specific sponsorship opportunities for the lead-up to Tokyo 2020. <p>BUDGET:</p> <ul style="list-style-type: none"> - Design of Sponsorship Digital Brochure: \$300
<p>5/ PARTICIPATION and EVENTS</p> <p>Responsible: Ernie Fontaine & Mel Zimmerman</p>	<p>DELIVERABLES:</p> <ul style="list-style-type: none"> - Stage minimum of 3 Laser Run events in at least 2 states - Risk Management template 	<p>DELIVERABLES:</p> <ul style="list-style-type: none"> - Stage minimum of 5 Laser Run events in at least 3 states - Australian Championships 	<p>DELIVERABLES:</p> <ul style="list-style-type: none"> - Stage minimum of 5 Laser Run events in at least 3 states - Australian Championships

	<p>approved and sent to all states</p> <ul style="list-style-type: none">- Australian Championships awarded to a member state <p>BUDGET:</p> <ul style="list-style-type: none">- Laser Run - \$750 per event)x 3) (with assumed income of \$500 per event)- \$1,000 subsidy to host of Australian Champs	<p>awarded to a member state</p> <p>BUDGET:</p> <ul style="list-style-type: none">- Laser Run - \$750 per event (x 5) (with assumed income of \$500 per event)- \$1,000 subsidy to host of Australian Champs	<p>awarded to a member state</p> <p>BUDGET:</p> <ul style="list-style-type: none">- Laser Run - \$750 per event (x 5) (with assumed income of \$500 per event)- \$1,000 subsidy to host of Australian Champs
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APPENDIX A – MPA Executive roles and responsibilities

PRESIDENT (Kitty Chiller)

- Represent the sport at official functions
- UIPM, Oceania Confederation and state MP bodies key liaison
- Primary contact for Australian Sports Commission and Australian Institute of Sport (alongside Director – High Performance)
- Primary contact with Australian Olympic Committee for all Olympic and Youth Olympic Games related matters (alongside appointed Olympic and Youth Olympic Team Leader)
- Guide the development and implementation of business and strategic plans for the sport
- Develop policies and procedures to ensure efficient and effective management of the sport
- Draft, submit and acquit funding applications (AOC, AIS)
- Draft and update Selection Criteria
- Chair High Performance Committee
- Keep a record of all results of members at national and international competitions and update and distribute athlete rankings to members

VICE-PRESIDENT - Governance and Legal (John Fernon)

- Responsible for ensuring the Constitution, Member Protection Policy and all other strategic documents and policies are up to date, compliant and relevant
- Assist President in all strategic matters
- Represent MPA at AOC AGM and other functions as required

VICE-PRESIDENT – Media, Marketing and Communications (Ashey Howden)

- Management and update of website including development and sourcing of content, and coordination of all current state and Oceania websites to have one single platform
- Create a fit for purpose social media platform, coordinating all current accounts
- Develop and distribute media releases after major domestic / international events
- Oversight of promotional materials Australia wide
- Identify commercialisation and philanthropic opportunities

SECRETARY (Melanie Zimmerman)

- Send out notifications, agendas and any other materials prior to all meetings and keep records of all Committees and general meetings
- Oversee and update National Equipment Register
- Maintain the national register of members
- Ensure all eligible member athletes have a UIPM Licence entered into UIPM records
- Main liaison point with UIPM office regarding all administration and licences
- Any general administrative duties as required by Executive Board
- Responsible for entering athletes into all overseas events
- Secretariat support for the High Performance Committee
- Keep custody of the common seal and any other relevant documents and/or securities
- Coordination of uniforms for Australian representative teams

TREASURER (Ernie Fontaine)

- Receive all moneys paid to or received by MPA and issue receipts for those moneys
- Make any payments authorised by the committee or by a general meeting from MPA funds
- Develop and finalise budget with President
- Oversee MPA Insurance policy and state contributions to this

The following positions have been engaged by the Executive to undertake the following duties. Unless one of these position is filled by an existing Executive member, they do not attend Executive meetings and do not have a vote.

DIRECTOR – HIGH PERFORMANCE

- Draft Selection Criteria
- Update Australian Ranking table monthly
- Draft and disseminate HP Newsletters
- Chair High Performance and Selection Committees
- Finalise Australian Event Calendar (with HP Committee)
- Responsible for approving athletes into all overseas events (with Selection Committee)
- Key operational liaison with AIS Performance Manager regarding Winning Edge and individual athlete funding (dAIS,AWE)
- Key liaison with AOC in lead in to 2018 Youth Olympic Games and 2020 Olympic Games

DIRECTOR PATHWAYS – (Adam Temesi)

- Manage 2018 & 2022 Youth Olympic Games squad (training advice, camps, development)
- Point of contact for new youth athletes seeking advice to start MP
- Liaison with state based individual coaches of youth athletes
- Liaise with Oceania Secretary/Development Officer regarding transition of Laser Run and World Schools Biathlon athletes into full Pentathlon