



# **Triathlon Victoria**

## **Annual Report**

**2010/2011**

November 2011

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## ***Agenda***

1. Welcome from the President
2. Apologies
3. Confirmation of Minutes of AGM held November 8th 2011
4. To receive and consider a statement from the President, Treasurer, Chief Executive Officer and others.
5. To Recieve and Consider:
  - a. Income and Expenditure of Triathlon Victoria Inc. For the year ending June 2011
  - b. Assests and Liabilities of Triathlon Victoria Inc. For the year ending June 2011
6. To elect the following officers to the Association:
  - a. President ( Two year term)
  - b. Up to three committee members (two year term)
7. Consider motions where due notice has been given in accordance with the Rules of the Association
8. Consider any special business of which due notice has been given in accordance with the Rules of the Association
9. Meeting Close

## Minutes of Annual General meeting held November 8<sup>th</sup> 2010

Date	Monday 8 <sup>th</sup> November 2010	Time 6.40pm
Venue	Triathlon Victoria Monash University, Frankston	
Present	Don Larkin (Chair), Brian Hinton, Gilbert Foster, Steve Gatt, Tony Burke, Sue Sharples, Peter Whyte, Caryl Oliver, Nick Conway, Sally Ham, Nick McDonald, Peter, Hedge, David Ferrier, Simon Auty	
Apologies	Mark Beovich, John Barker, Jarrod Evans, Dave Huggett, Echuca Moama TC, Melbourne Adventure, Bayside Swim Club, Sergio Kabilio, Martin Mark, Andrew Davey, Justin Prestidge, Steve Vaughan, Geoff O’Kearny, David Hanson, Cam Atkins	
Minutes of Previous AGM	Minutes of the previous AGM meeting were presented as a true and accurate record. Moved – Steve Gatt 2 <sup>nd</sup> – Sally Ham Carried	
Annual Report	<p>Don Larkin outlined achievements &amp; challenges for the year; these included an \$87,000 loss, Gavin O’Sullivan not coming up to expectation despite mentoring and help from Don and the Committee; relationship with Monash still being developed to maximise benefit of being at Frankston location; and improved relationships with the clubs. The new CEO of TA also offered a promising basis for rebuilding that relationship.</p> <p>Don thanked the committee members, Cam Atkins and Dave Huggett, Jono Hall and Anne-Marie Harrison; Brian Hinton, TO’s and volunteers and particularly Sue Sharples.</p> <p>Questions – re membership from Nick McDonald. Discussion with Peter Hedge and members followed.</p>	
CEO Report	<p>Caryl reported on her role and that her priority had been to fix the financial bleeding as well as establish a sustainable business model. She worked on the website, events (model) for clubs to understand the cost.</p> <p>Grants – extended for Code of Conduct</p> <p>TO’s undervalued and underappreciated, developed a TO online course to educate athletes.</p> <p>Strategic Plan 2010 – 2014</p> <p>Lean and mean administration, clubs getting rebate for membership</p> <p>Questions – Gilbert Foster re Sanctioning of events – follow up Nick McDonald, What is the incentive for RD to get events sanctioned? Peter Hedge answered with lots of discussion on what membership should be.</p> <p>Peter and others talked about new model next year from TA.</p>	
TVDP Report	<p>Don talked about Cam’s report. Meeting with Michal Flynn to review program</p> <p>Meeting with VIS &amp; Jono Hall.</p> <p>Tier 1 &amp; 2 both under Jarrod Evans &amp; Jamie Rhodes has resigned.</p>	
VIS Report		
Tech Report	Don read this report – Holly and Erin doing well	

Sally talked to her report. Labour intensive for volunteers. Athlete's parents have got involved. Looking at how to attract more TOs and online course to become accredited.

John Treloar holding TO's together, she thanked him.

They need more TOs.

Don said at TA meeting the national TO resources needs looking at. The clubs hold the future of the sport.

#### Financial Report 2009 – 2010

Steve thanked David Ferrier for last year and talked about his report.

Why membership went up, club rebate, resources need to break even at minimum, Some ideas about having part membership and recognising continuing membership. Steve answered questions relating to expenditure statement.

His report was accepted as were the Assets and all were in favour.

TA

Peter Hedge addressed the meeting. He has been to all states AGM

Spoke of alignment of Strategic Plan.

New CEO – Anne Gripper to take Triathlon to the next level. Gain respect as a sport. TA/states have 19 people nationally. Their ideal would be to work together, all sharing the resources.

Cost recovery models. Membership model – concept for everybody to be a member to compete.

WA it is compulsory to be a club and TA member, they are the most well off state.

Tony Burke – spoke to Peter re: our financial situation and our TO situation and asked on the short term level how is TA going to help us?

Nick McDonald – asked why clubs & squads both allowed to be affiliated when squads are commercial?

#### Election of Officers

Motion to appoint Steven Gatt and Tony Burke as nominated.

Accepted Steven all in favour

Accepted Tony all in favour

2 vacancies still to be filled

Caryl asked for nominations for President, Don Larkin nominated by Tony and Steve all in favour.

Don thanked Caryl for her contribution as CEO and wished her luck in her new role and mentioned we have 3 people interested in a 2-3 day roll to take over Caryl's position.

Meeting closed at 8.30pm

## ***Committee of Management***

**President:**

Don Larkin

**Committee Members:**

Neil Brewster  
Tony Bourke  
Sarah de Wolf  
Steve Gatt  
John Barker  
Sally Ham

**CEO:**

Simon Auty

**Administration Manager:**

Sue Sharples

**TVDP Manager:**

Dave Huggett

**VIS Triathlon Head Coach:**

Jonathan Hall

**Public Officer:**

Tony Bourke

## **President's Report**

### **TriVic AGM 5 November, 2011.**

With great enthusiasm and optimism, I was elected to complete the second year of David Grant's term as President of Triathlon Victoria at the end of 2008. I was re-elected at the 2009 AGM for a further two years and at this the 2011 AGM, I complete my term. Following a Strategy Workshop in 2008 prior to my initial appointment, the major planks were;

- To grow a sustainable organisation,
- To increase membership to better reflect participation numbers,
- To showcase triathlon in Victoria.

Three years later what have we achieved?

It has not been all smooth sailing with the low points the financial year of 2009/10 and our ongoing relationships with the ever changing leadership at the national level. These relationship concerns with TA have not been about direction but about transparency, inclusiveness, process and timing. However, I now believe these to be in the past with the leadership being shown by David Ferrier as National Treasurer and Anne Gripper as CEO. We have a three year Strategic Plan which we update each year into a Business Plan for the year, currently 2010 to 2013. Based on the TA Vision "to be the leading triathlon nation and grow the sport of triathlon in Australia." Our Mission is "To manage, develop and promote the sports of triathlon in Victoria" and we will do this "By delivering sustainable programs with community involvement that promotes participation and supports elite success and by developing capacity with appropriate governance, competencies and skills to achieve our goals." Note the emphasis on sustainable, community involvement, governance and building a competent and skilled team at TRiVic.

With regard to the above planks;

Under the existing model, Tri Vic is unable to maintain sufficient resources to effectively and efficiently achieve our objectives at a State level. We have a very efficient Administrative Assistant who is full time, Sue Sharples but can only afford a part time Executive Director of the calibre required to address the above three planks. Following the departure of Gavin O'Sullivan firstly Caryl Oliver and then Simon Auty have done a very professional and competent job. Both are more experienced but have been part time. We were extremely sad to lose Caryl but she preferred a role in organising Fencing for the 2012 London Olympics. We wish her well in that role and thank her for recommending a colleague from fencing, Simon Auty, who has been with us for the past 12 months. Simon is to be congratulated for taking on the role with limited time and resources and achieving significant outcomes which he will outline in his report.

In the new year we will be looking at new accommodation when our current lease expires, as our move to Frankston and MOU with Monash University have not proven to be as successful as hoped.

I am confident that through the national objective that all races are sanctioned and that all participants must be members, one day licence or full that we can now negotiate and achieve a sustainable State and National organisation whilst reducing over time the cost of annual membership.

In order to achieve a break even at State level, it was necessary to increase membership fees for 2010/11. Together with incentives for Clubs, slightly better membership value and a higher profile, the increase in price did not lead to a reduction in numbers of members however the percentage penetration rate into total participants remains low and the churn each year is high. At the State level, our Treasurer Steven Gatt has done a great job in driving membership initiatives and he will present the current status and achievements in conjunction with his financial report for the twelve months ending 30 June, 2011. Tony Burke will also present the outcomes of a comprehensive survey of TriVic members which was professionally completed at the end of this financial year.

With respect to showcasing the sport, our athletes' performances on the international stage continue to receive coverage in the media. The Triathlon Australia Annual Report is very professional and highlights these achievements at both an elite and age group participation level. We remain a Tier One Sport at the VIS and are a contributor to the TA High Performance Program. Each year there is an increase in the number and variety of triathlon events in the State with more hybrid and long distance events. The winter Duathlon Series, although low on numbers was successful due to the high quality of Club involvement with the support of TriVic. The forth coming inaugural Ballarat Triathlon and multi sport festival on 26 November this year will highlight the sport in that region. Victoria also won several national qualifying and National Championship races such as the forthcoming Long Distance Championships on 5 February in Falls Creek. The inaugural event in 2011 was a great success.

Thus, I would like to acknowledge and thank;

- As above, Simon Auty as Exec Director and Sue Sharples for their significant contribution and professionalism with limited resources.
- Steven Gatt as Treasurer for turning the books around and for his focus on driving Membership initiatives and the membership Survey.
- Tony Burke for supporting and representing TriVic in building profile and relationships in particular with TA, local Councils, State Government and the exciting "cloud technology initiative" entitled Bay Stadium.
- Sally Ham who drives, administers and supports the volunteers for the technical sanctioning support and on race days. Also Jon Treloar who represents Victoria on the National Technical C'tees. See separate report in these papers.
- Brian Hinton, a TriVic Life Member, also supports and contributes to both the Bay Stadium initiative, in providing technical support, driving age group participation and connections with Cycle Sports Victoria.
- Neil Brewster for taking the lead in the TVDP and making things happen. Dave Huggett and previously Cam Atkins contributed greatly to make the TVDP a success for very little reward. Please see separate Report in these AGM papers.
- John Barker for his contribution to Club liaison and in his role as President of Mornington Peninsula, but most importantly for his passion in working with TA to acknowledge triathletes into the Australian Sporting Hall of Fame.
- David Hansen and Peter Stewart from Super Sprint and Julie Tedde from STF who are the leading Race Directors in the State. They are continually innovative, run professional races and drive participation in the sport. Their support for and



understanding of the challenges and opportunities facing TriVic whilst sorting out the summer race schedule and changing membership arrangements, are greatly appreciated. Julie also contributes significantly to Sanctioning and the technical initiatives.

- Anne Marie Harrison Chief Executive, Jono Hall and all the other coaches and support staff at VIS in understanding and working with TA, TriVic, the coaches and the athletes to achieve elite success and achieve their KPIs.
- The voluntary Office holders, members and partners plus other volunteers who support the Clubs and Squads. Strong grass roots make a strong sport and I wish for more resources to assist in building these foundations.
- Thanks also to the contribution from David Ferrier, Heidi Edmiston, Kevin Parkhill, Geoff O’Kearney and our new Committee member Sarah de Wolf who have given their time and energy to the Committee whilst I have been Pres.
- There are many others from Government, from Local Councils, from schools, from the Police, coaches (such as the State Coaching Coordinator, Ryan Mannix), and volunteers who I haven’t mentioned by name but whose support is essential for funding, for the safe and risk management of our sport, for developing and attracting athletes to ensure we contribute to the economy and to the health and welfare of the participants.

Thank you.

I have enjoyed the last three years as President of TriVic and hope that I can continue to participate in the sport as well as contributing to the sport of triathlon in Australia. I am confident that the governance and leadership of Triathlon Victoria has been in good hands over the past three years due to the quality and teamwork of the Committee and other stakeholders that have supported TriVic.

**Don Larkin**

**President TriVic, 2008 to 2011**

## ***CEO Report AGM November 2011***

Late in 2011 the existing Triathlon Victoria CEO Caryl Oliver was offered a position with the London 2012 organising committee. Whilst only with triathlon Victoria for 10 months Caryl had undertaken a significant review of the Triathlon Victoria business model. Implementation of changes identified as necessary in the review were already underway when I came on board..

Since taking on the role in December 2011 I have sought to build on the work Caryl started and continue to identify how, with limited resources, we can service our members and achieve our charter..

The limited resource available to Triathlon Victoria is the factor that most constrains our development and initiatives.

The organisation has been taken back to a sustainable model with the assistance of the committee and in particular Steve Gatt the Triathlon Victoria Treasurer.

Any organisation without a sound financial base will continually fail to deliver. By achieving a sustainable model we can now begin to implement new initiatives and seek to add value for Triathlon Victoria members whilst still delivering on our core responsibilities.

It will however take time to implement new initiatives and we will be starting modestly. I would much rather deliver what we promise than promise what is beyond our means to deliver.

We have made some good and positive changes that should, if maintained, establish a stronger business basis.

### **Website**

Website management can be expensive both in terms of money and personnel resource. Caryl undertook to bring the underperforming recently launched website back to a manageable online tool. The current website is easily manageable and has allowed us to deliver up to date information in conjunction with our regular e-news delivery.

Earlier this year Triathlon Australia contracted Active Networks to manage their database and website. The state organisations have been given the opportunity to use the Active Network web format. We expect to take up this offer in the near future. This will deliver greater and more up to date functionality. It will also align with TA and other states in delivering a common recognisable Triathlon brand.

### **Events**

The 2010 Duathlon series had mixed success but it was clear was that there was a basis for continuing the series. When Caryl commenced, no organisation for the 2010 series had yet been started. With such a short organisational time frame Caryl, Sue and participating clubs are to be congratulated that a series was run at all.

The organisation for the 2011 series was able to be undertaken with more lead up. Whilst the actual series was not run in the financial year we are reporting on I'm pleased to say the series was run

with success..Over the next two months we will be consulting with participating clubs to explore ways of revitalising the series.

I would like to thank both SuperSprint and Start to Finish for the assistance they have shown me while I have come to terms with the complex and at times hectic Triathlon racing landscape in Victoria. In addition to their own iconic race series both organisations deliver Victorian State Title events for TriVic in a highly professional manner.

## **Membership and Clubs**

The issues surrounding membership of State associations are common to most sports. What complicates the issue for Triathlon is we don't own our own events and are not in a position to compel membership.

Just as Clubs need to offer a value proposition for members so does Triathlon Victoria.

In 2010-2011 clubs were offered a cash rebate for each of their members who took up TriVic membership, initially slow in take up this is now being embraced and promoted by a number of clubs.

The following benefits were also offered to our members.

- Triathlon & multisport news
- National affiliation with Triathlon Australia / Victoria – which gives access to the personal accident insurance cover 24 hours a day while training for sanctioned events
- Eligibility for selection to the Australian team
- Duathlon Series entry only available to Tri Vic members
- Time Trial Series with Cycling Victoria only available to Tri Vic members
- Time Trial Series with Yarra Triathlon only available to Tri Vic members
- Discount entries to many local races and participation events – pay only the 'Licensed Triathlete' entry fee
- Coaching Courses at discounted price
- Technical Official courses for free
- Monash Gym membership at student rates
- Regular e-news
- A distinctive membership card and membership recognised throughout Australia
- Eligible to enter Triathlons/Duathlons/Aquathlons anywhere in Australia where a race license is a pre-requisite
- Discounts with sponsors
- Clothing at member prices
- A chance to win one of the 4 'Race series entries' – donated by Super Sprint x 2 and Start To Finish X 2

We will continue to work towards increasing benefits for both clubs and individual members as we continue to build our membership base.

## **A new National Model**

At the 2010 AGM the Triathlon Australia President Peter hedge outlined his vision for a uniform national model incorporating all states and TA.

There was significant consultation and work done on realising this model in early 2011.

What became apparent through this process was the diversity that exists across the country in how our sport is administered and run at all levels.

In Victoria our most significant issue is that as a body we receive very little of the income generated in the State even when we have been involved in the generation of the income. One Day Memberships for example go directly to TA as do sanctioning fees.

This problem exists at different levels throughout the country but with a lower percentage of full membership in Victoria we are more greatly affected than most states.

That is however just one issue and a holistic national review is currently underway with the support of all states. The aim of the review is to provide a more efficient national model that will reduce membership costs whilst increasing services.

### **TVDP**

The TVDP programme was managed by Cameron Atkins and Dave Huggett.

A full report is provided separately but I would like to thank both Cam and Dave for the results they have achieved on a shoestring budget.

### **Grants**

Triathlon Victoria as all State Sporting associations relies heavily on government grants for ongoing operation and to undertake development activity. Unfortunately we had our funding for the Jan-Jun 2011 period reduced by 50%. This has obviously had an impact on our programmes.

The existing funding framework from the SRV has now been shelved and a new model is being developed. The details of that model are not yet available. As we have met and/or exceeded our funding benchmarks in 2011 we are hopeful we will receive a higher level of funding for 2012.

### **Technical Officials**

In 2011 we reached critically low levels of TOs. Without them our safe and fair racing environment is at risk.

I'm pleased to say we are slowly starting to recover TO numbers but are still in dangerously low territory.

If every club or squad in Victoria provided two TO's for training this year we would have 70 new TO's...problem well on the way to being solved. Just think about how many TO's will be needed for Ironman Melbourne!

A separate Technical Report follows.

### **Administration**

Administration for Triathlon Victoria is provided by a part-time CEO and full-time Administration Manager. I would like to acknowledge the work that the TriVic committee perform. I have been involved with many committees over the years and can say with authority that it is one of the highest calibre committees I have come across. The guidance of both Don Larkin and Tony Burke has been invaluable.

I would also like to thank Sue Sharples. Sue is the one who answers all queries, handles sanctioning workflow, does the accounts, sends out the e-news and so on.

Multitasking and TriVic go hand in hand.

I hope as our model changes that load can be spread.

I look forward to the changes and challenges ahead.

Simon Auty CEO

## ***TVDP Report***



The Triathlon Victoria Development Program selects the best junior athletes (13-19yo) from across the State and delivers specialist coaching sessions and support services with the aim to fast-track development and performance at high level junior elite racing; specifically the Australian ITU Junior Triathlon Series and School Sport Australia National Championships.

The satellite TVDP programs established in 2010 continued with the aim of servicing regional areas. Both the Ballarat ( Dave Huggett) and Albury/Wodonga ( Fabrizio Andreoni ) programs have proved successful.

Cam Atkins was the TVDP manager for nearly all of the 2010-2011 year. Cam moved on to concentrate on his new role as SDO of Hockey Victoria. We were lucky to have Dave Huggett step straight into the TVDP role ensuring a minimum of disruption.

Dave's passion and dedication has been pivotal in setting up the race program for the coming year. We have had fresh engagement from new high performance coaches and the team has responded to the efforts put in by all.

The TVDP has become self funded with new sponsors coming on board for the forthcoming season.

The overall strategy set out by the board is in play and being executed.

The athletes have attended camps and training days on a monthly schedule,

They have had exposure to former Olympians and sports scientists.

The knowledge base for them to learn from has become impressive.

Now the new season has started we look to the future for the fruits of their labour over the winter months hoping success comes their way.

The TVDP's future is secured in developing young potential athletes on the pathway to a professional career.

## ***VIS Triathlon Programme***

The VIS Triathlon Program aims to support elite Triathletes and ensure that the athlete pathway is one that will maximise the opportunities for national and international success. The principle goal of the VIS Triathlon Program is to place Victorian athletes competing in draft legal Olympic Distance triathlon and ITU Junior into National Squads and Teams.

### **THE PROGRAM**

The VIS Triathlon Program is a collaborative program between the VIS, Triathlon Victoria and Triathlon Australia. The VIS is committed to the ongoing development and support of Victorian triathletes. As part of the national SIS/SAS network, the VIS fully supports the direction of the National High Performance program.

In 2010-2011 the VIS Triathlon program continued to focus on the daily task of enabling Victoria's most talented Triathletes to become better each and every day and subsequently achieve both personal and program objectives and benchmark performances.

This has been achieved by enhancing the daily training environment of each athlete and coach as well as promoting the face to face concept of coaching.

VIS support is both in expertise and financial areas. The major factor where the VIS impacts and influences athletic performance is through the Human Resource on offer to the athletes and coaches.

I would like to acknowledge the support of all service providers and staff both private and VIS who contribute to the athlete and coaching group.

Athlete Group 2011- (Identified, recruited and developed and retained using objective benchmarks and in line with philosophy of national program.)

Victorian athletes who currently receive assistance/support from the VIS Triathlon Program are;

- Brendan Sexton VIS/AIS (Full Scholarship)
- Jamie Huggett-VIS/AIS (Full Scholarship)
- Erin Densharn VIS/AIS (Full Scholarship)
- Peter Kerr- VIS (Full Scholarship)
- Joel Tobin White- VIS Talent Transfer
- Tim Clarke- VIS Talent Transfer
- Marcel Walkington (Marcel has received training, testing and Training equipment support from the VIS Triathlon program in 2011)
- Steph Demestichas-( Steph has been supported through her coach Ben Hiddlestone.

Coaching:

Victoria Coaches who currently receive support from the VIS;

- Simon Knowles Coach of Joel Tobin White
- Richard Stewart- Coach of Marcel Walkington and Ben Anderson
- Ben Hiddlestone- Coach of Steph Demestichas
- Nick Conway- Home coach
- Peter Robertson Developing Coach
- Kane Malherbe- Coach of Tim Clarke

The VIS Triathlon program benefits from strategic relationships with the following individuals and organisations.

- 2XU
- CBD Cycles
- Giant Bicycles o Jarrod Evans- Coach to Jamie Huggett as well as James Chronis
- Cycling Edge
- Supersprint
- Rohan Taylor- Taylormade Performance
- Craig Mottram
- Faster- Scottsdale Arizona
- Inigo Mujika-

I would like to acknowledge and show my appreciation both personally and on behalf of my athletes to those individuals who in particular give their time FOC.

Jonathan Hall

# Triathlon Victoria Technical Committee

## 2010/11 Program report

### Summary

In summary, the Triathlon Victoria Technical Committee (TVTC) program fell desperately short of manpower in season 2010/11. We lacked experienced Technical Officials (TO's) to lead and develop, conducted only one Technical Official (TO) course and we were unable to provide required TO levels at races due to a decline in numbers and the number of races attended by each TO.

### The TVTC committee

Essentially only three committee members consistently provided time to the basic administration and management necessities of the program (Joe Sheppard, Jon Treloar and Sally Ham). Therefore the efforts of the TVTC became completely task / operational focused with little or no time for short, mid or long-term planning.

### Roles of Officials

The role of the TO's extends beyond race day incorporating event sanctioning, pre-race liaison & familiarization, mentor, assessment, and presentation of the Level 1 (entry level) TO course. These duties can only be performed by L2 or above TO's and each alone can take 3+ hours. We have only seven TO's able to fulfill these roles which places a large work load on a small base.

### Race day officiating levels

The number of registered TO's from season 09/10 to 10/11 was at a similar level – 59 and 62 respectively. However, of the 62 registered TO's in 10/11 only 40 officiated – a decline of 5 officiating TO's against 09/10.

In Chart 1 we map the number of times each Level of TO officiated. In the first instance this highlights that the bulk of the officiating is completed by Level 1 TO's (entry level) and secondly it highlights the decline in Level 1 officiating levels between 09/10 and 10/11.

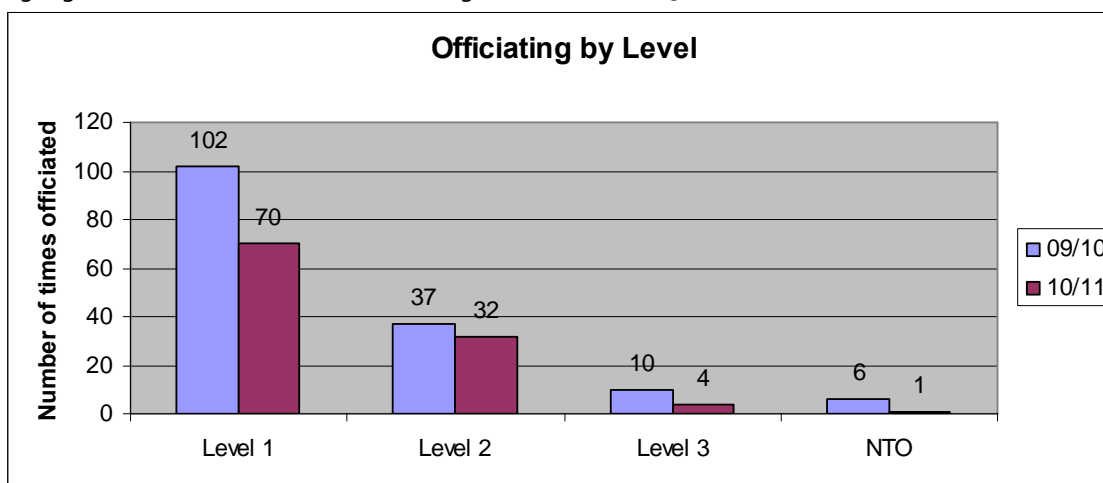


Chart 1

Below, in Chart 2, the number of races each TO officiated at during 09/10 and 10/11 is displayed. In 09/10 almost 50% of the TO's officiated at 3 or 4 races whereas in 10/11 only 25% (of a smaller base group) officiated at 3 or 4 races.



Alarming in 10/11, over 50% of TO's officiated at only 1 or 2 races.

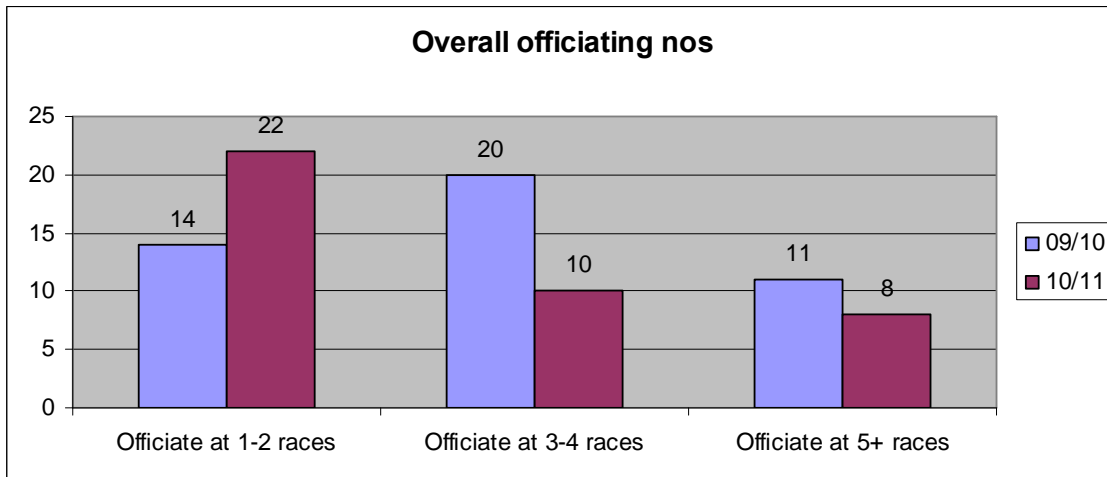


Chart 2

### Conclusion

The withdrawal of free membership\* and the ASC requirement to complete an online officiating principles course had an impact on our experienced TO's. Compound this with fewer people recruited into officiating and the base contracted to almost unsustainable levels.

It is imperative we build the TO ranks as quickly as possible. We need to retain current numbers and identify those who can be developed and skilled to a higher Level. Therefore the first steps are to conduct two Level 1 training courses in the first half of the season, at least one in the second half and re-instate free competing membership for those who qualify. Time will bring experience and support to develop and move people along the pathway needs to be put in place.

### Thanks

Particular thanks go to Joe Sheppard and Jon Treloar for their input and dedication to the Officials program. Their commitment in supporting the program and assisting the long-term outcomes is invaluable. The TVTC also thanks Brian Hinton for his support and participation in officiating well above the average.

**Sally Ham**

**Triathlon Victoria Technical Committee – Chair**

## Triathlon Victoria – AGM 2011

### Treasurer's Report

#### Financial Year Summary

- “ Annual Surplus was \$11,217 (10/11)
- “ Favourable financial turnaround of more than \$98,000 from 09/10 (\$87,000 deficit)

#### Key reasons:

- ó Increased membership fees from \$95 (early bird) to \$147 for adult membership whilst maintaining 09/10 membership levels – income growth of \$36k
- ó Reduced costs by \$53k
  - “ Salary costs reduced by \$19k – part time CEO, hand over period in 09/10 contributed to higher costs last year
  - “ Web development costs incurred in 09/10 - \$21k
  - “ Other costs reduced by \$12k

#### Budget 2011/12

- “ Budget is to break even in 11/12
- “ Membership fees remain the same as 10/11
- “ Budgeting an increase in memberships by 15% to contribute an additional \$10k in income
- “ Grant income to fall by \$15k
- “ Revenue from sponsorship and advertising budgeted to increase by \$20k
- “ Other expenses (incl staff, TVDP) budgeted to increase by \$22k
- “ Ballarat multi-sport event has a break even budget

#### Initiatives & Actions

##### Membership growth – 15%

- “ Increased communication of membership benefits through enews, clubs, promotional flyer, event organisers.
- “ Club support package
- “ Presence at TriVic tent at races to promote and sell the benefits of membership.
- “ Introduction of reciprocal rights with cyclesport Victoria.
- “ Introduction of TriVic branded clothing at discounted price for members

- “ Introduction of regional race at Ballarat to build brand and presence in regional areas.

#### The Numbers!

Total Triathlon Victoria numbers and club support package

#### The facts

- “ 12 clubs/squads have recorded an increase in TriVic m’ship compared to last year
  - “ A growth of 62 TriVic members have come from these 12 clubs
  - “ 37 of these have come from endurance team and tri-alliance
- “ 26 clubs have not reached TriVic m’ship levels achieved last year
  - “ 176 members in 10/11 from these clubs have not renewed
  - “ The majority of these clubs are 20% below last years membership numbers
  - “ The support package is unlikely to continue next year unless m’ships in Nov bridge the gap

#### More Numbers

#### So far in 11/12:

- ✓ 448 (37%) of the TriVic members that have joined this year were not members last year.
- “ 582 (42%) of the TriVic members last year have so far not joined this year.
- “ 383 of the 582 nominated a club last year
- ✓ If the club members that were members of TriVic last year that have not renewed do so, we will have achieved an 18% growth.

Income	Actual			Budget	Variance FY11 vs FY10
	FY09	FY10	FY11	FY12	
Membership % Rev	47%	53%	64%	67%	
Membership	\$159,002	\$186,119	\$223,228	\$257,394	\$37,109
Grants	\$61,743	\$60,738	\$36,450	\$20,000	-\$24,288
Events	\$51,808	\$41,766	\$28,633	\$30,000	-\$13,133
Marketing/Sponsor	\$10,736	\$24,136	\$2,491	\$22,000	-\$21,645
Coaching/Training	\$24,778	\$11,751	\$18,322	\$16,000	\$6,571
Tech Services	\$25,529	\$22,356	\$22,802	\$20,000	\$445
Interest	\$5,342	\$3,441	\$2,106	\$1,500	-\$1,335
Other	\$2,604	-\$25	\$16,832	\$19,000	\$16,857
Total Revenue	\$341,542	\$350,282	\$350,864	\$385,894	\$581

### Expenses

Membership % Exp	30%	28%	37%	39%	
Membership	\$100,771	\$123,942	\$124,927	\$148,561	-\$986
Grants	\$4,731	\$36,375	\$9,405	\$10,000	\$26,970
Coaching/Training	\$7,404	\$7,014	\$10,108	\$11,000	-\$3,095
Marketing/Sponsor	\$0	\$0	\$0	\$0	\$0
Tech Services	\$4,957	\$6,584	\$5,260	\$5,000	\$1,323
Event Management	\$53,470	\$42,256	\$23,800	\$23,000	\$18,456
TVDP	\$17,965	\$16,420	\$25,216	\$31,000	-\$8,796
Audit/ occupancy	\$23,537	\$28,244	\$22,543	\$27,502	\$5,701
Employment	\$92,763	\$127,879	\$108,848	\$117,400	\$19,031
Sports Dvlpmt	\$0	\$0	\$0	\$0	\$0
Telecom	\$7,992	\$12,239	\$6,991	\$5,500	\$5,249
Web development	\$0	\$22,900	\$1,180	\$0	\$21,720
Other	\$22,520	\$13,847	\$1,369	\$6,700	\$12,478
Total Expenditure	\$336,110	\$437,698	\$339,646	\$385,663	\$98,052

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<b>\$5,432</b>	<b>-\$87,416</b>	<b>\$11,217</b>	<b>\$231</b>	<b>\$98,633</b>
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Membership	\$58,231	\$62,177	\$98,301	\$108,833	\$36,123
Grants	\$57,012	\$24,363	\$27,045	\$10,000	\$2,682
Event Mgmt	-\$1,662	-\$490	\$4,833	\$7,000	\$5,323
Other Revenue	\$68,989	\$61,659	\$62,553	\$78,500	\$893
Other Expenses	-\$177,138	-\$235,126	-\$181,515	-\$204,102	\$53,612
	<b>\$5,432</b>	<b>-\$87,416</b>	<b>\$11,217</b>	<b>\$231</b>	<b>\$98,633</b>

<b>Assets</b>	<b>09/10</b>	<b>10/11</b>	<b>Variance</b>
Cash On Hand	\$50,445	\$46,781	-\$3,663
Trade Debtors	\$11,492	\$3,616	-\$7,876
Provision for doubtful debts	-\$7,338	\$0	\$7,338
<b>Total Current Assets</b>	<b>\$54,599</b>	<b>\$50,397</b>	<b>-\$4,201</b>
Other Assets	\$1,993	\$1,993	\$0
Total Property & Equipment	\$3,815	\$2,623	-\$1,191
<b>Total Assets</b>	<b>\$60,407</b>	<b>\$55,014</b>	<b>-\$5,393</b>
<b>Liabilities</b>			
Unearned Revenue	\$4,031	\$5,749	\$1,718
Trade Creditors	\$15,357	\$4,022	-\$11,335
GST Liabilities	\$637	\$1,592	\$955
Payroll Liabilities	\$12,278	\$9,368	-\$2,910
Sanctioning Bonds	\$8,550	\$7,100	-\$1,450
Other Current Liabilities	\$3,588	\$0	-\$3,588
<b>Total Liabilities</b>	<b>\$44,441</b>	<b>\$27,831</b>	<b>-\$16,610</b>
<b>Equity</b>			
Retained Earnings	\$103,381	\$15,966	-\$87,416
Current Year surplus / (deficit)	-\$87,416	\$11,217	\$98,633
<b>Total Equity</b>	<b>\$15,966</b>	<b>\$27,183</b>	<b>\$11,217</b>