

Strategic Plan, 2014-2018

September 2013





From the Chairman

I am pleased and privileged to present Little Athletics ACT's Strategic Plan that will steer the operations of the Association from 2014-2018.



The plan will provide a clear direction for Little Athletics in the ACT region, provide an outline of the activities we will undertake and set some ambitious targets for the Association to aspire to. As has been the case over the last five years, the primary aim of the Association is to maximise the involvement of children aged 5 to 17 in athletic competition in a fun and family friendly environment. The previous planning period culminated in Canberra hosting over 180 top class athletes at the ASICS Australian Little Athletics Championships on Sunday 28th April 2013.

This plan is the product of extensive consultation and collaboration between member Centres and the Board of Management. It comes at a time when the sport of athletics in Australia is at an historic crossroads. Under the guidance of the Australian Sports Commission (ASC), Athletics Australia and Little Athletics Australia are negotiating a possible merger which would take effect over the next 18-24 months. A merger of the peak senior and junior bodies under the ASC would change the Little Athletics landscape dramatically. It is hoped that this Plan, and the targets and strategies within it, are sufficiently flexible to remain relevant during and after a merger. Coincidentally, Little Athletics celebrates its 50th anniversary in October 2014.

Achievement of the outcomes highlighted in this document would be impossible without the support and cooperation of the member Centres and, specifically, their willingness to allocate resources to the implementation of these strategies. We acknowledge the contribution of these people and that they in no small way now have ownership of the strategic plan for our Association.

After reading this strategic plan you will understand the strategic priorities of Little Athletics ACT and the initiatives that underpin the realisation of specific goals. I look forward to driving the sport forward to such outcomes with you.

Tony Reilly,
Chairman

September 2013

Background

The ACT Little Athletics Association comprises 18 Centres from across the ACT and the region. Our objective is to maximise the involvement of 5 to 17 year olds in regular, healthy, outdoor activity that promotes fitness, enjoyment and low key competition.

The basic philosophy of Little Athletics is to provide fun, fitness and family involvement for children in sport by making the activity attractive to participants of all abilities regardless of athletic experience or potential. The notion of progressive improvement through achievement of personal best performance is promoted to emphasise that no matter what position an athlete obtains in an event, they can achieve personal success by improving their own standards.

While Little Athletics caters for athletes of all levels of ability, it also recognises talented young athletes and encourages them to stay in the sport, progress to senior athletics and compete at representative level.



Vision

To be the **foundation** sporting activity of choice for all children between the age of 5 and 17 within the ACT Region.

Mission

To provide a structured and transparent pathway for the **development** of athletic skills of young athletes in a **fun** and **family friendly** environment.

Values

- ◇ We always behave with honesty and integrity
- ◇ We work together, respect each other and value our diversity
- ◇ We strive to deliver an outstanding product to our members
- ◇ We promote a culture of family fun and fitness in our programs
- ◇ We conduct our activities in a healthy and safe environment



Strategic Objectives

1

INCREASED PARTICIPATION AND IMPROVED RETENTION

2

EDUCATION AND TRAINING OF OFFICIALS

3

**CONSISTENCY OF CENTRE PERFORMANCE AND
PRODUCT DELIVERY**

4

SUSTAIN FINANCIAL VIABILITY

5

MAINTAIN GOOD CORPORATE GOVERNANCE

6

**IMPLEMENT EFFECTIVE COMMUNICATION AND
MARKETING STRATEGIES**

Our 2014-2018 Objectives

Retention of Participants

Increase athlete retention by providing an effective participation structure that enables participants to develop and have fun while doing so

TARGETS

- ◊ Increase membership by 5%
- ◊ In Members' Survey, increase the "yes" response to 90% for "Will you register for next season?"
- ◊ Grow coach to athlete ratio to 1:20
- ◊ Increase carnival participation to 25% of membership for ACT and 20% for non-ACT centres

STRATEGIES

- ◊ Review and monitor the existing participant categories
- ◊ Develop an annual recruitment strategy for athletes
- ◊ Develop tools to measure retention
- ◊ Conduct coach education courses for parents and volunteers
- ◊ Conduct coaching camps for talented athletes
- ◊ Provide guidelines to Centres for
 - rewarding athlete performance
 - athlete transition programs
 - increasing parent engagement
 - developing community links
- ◊ Develop a plan for increasing participation by Centres at Association Carnivals

Education and Training of Officials

Increase the capacity of Centres to deliver high quality activities

TARGETS

- ◊ Accredite at least 20 'C' and 5 'B' Grade Officials annually

STRATEGIES

- ◊ Update Officials education courses
- ◊ Provide, as a minimum, 2 annual Officials seminars
- ◊ Centres to assume responsibility for educating and accrediting officials to Level 'D'
- ◊ Provide opportunities for volunteers to undertake on-line Officials training
- ◊ Conduct at least 2 courses per year for Course Presenters
- ◊ Maintain close liaison with Athletics ACT for assistance with Officials education
- ◊ Update Officials Guidance Document on an annual basis
- ◊ Introduce a recognition initiative as an incentive for volunteer Officials

Consistency of Centre Performance and Product Delivery

Build a consistency of quality programs delivered across all LAACT Centres

TARGETS

- ◊ Develop a Centre Health Check to annually monitor KPIs
- ◊ 75% of Centres to achieve best practice against each KPI
- ◊ Increase information exchange by ensuring at least 50% of Centres participate in inter-club partnering activities annually
- ◊ All Centres to report the results of annual risk/safety audits

STRATEGIES

- ◊ Create Centre Health Check tool
- ◊ Apply a comprehensive risk management framework and build risk management capacity
- ◊ Centres to audit facilities and equipment to identify areas of risk and implement mitigation measures
- ◊ LAACT to work with Centres to address residual risk
- ◊ Appoint Centre Safety Officers
- ◊ LAACT to monitor Centre annual reports and financial statements
- ◊ Initiate activities to build relationships between Centres
- ◊ Promote and distribute to Centres relevant ALA and AA resources and program initiatives

Sustain Financial Viability

Ensure sufficient level of financial resources to support all aspects of little athletics in the ACT and region

TARGETS

- ◊ Annual expenditure is contained within budget forecast
- ◊ Financial reserves maintained at least at 1 x annual turnover
- ◊ LAACT cash sponsorships increased to \$30,000 per annum
- ◊ 5% increase annually in Government financial contributions in the form of grants and projects

STRATEGIES

- ◊ Ensure registration fees are commensurate with administrative costs
- ◊ Identify LAACT's products and develop sponsorship approaches for each distinct product
- ◊ Identify specific projects that meet grant funding criteria and submit applications
- ◊ Maintain oversight of Centre audited reports to ensure financial sustainability
- ◊ BOM to ensure oversight of financial status of the Association on a monthly basis

Maintain Good Corporate Governance

Enhance internal organisational practices and capability

TARGETS

- ◊ Annual performance reviews of BOM and staff
- ◊ Policies and Procedures Register developed
- ◊ Policies and Procedures maintained to ensure accuracy and relevance
- ◊ Comply with all relevant legislation and reporting requirements
- ◊ Efficiency and consistency in the operating environment
- ◊ At least three nominations for all BOM and Association positions
- ◊ All regional centres able to participate in Association business

STRATEGIES

- ◊ Develop and implement management and operational plans
- ◊ Provide professional development and mentoring opportunities
- ◊ Conduct annual BOM survey
- ◊ Document position descriptions for staff, BOM and Centres
- ◊ Develop induction process
- ◊ Promote good governance
- ◊ Ensure transparency and accountability is practised by the BOM
- ◊ Centres to find ways of encouraging suitable members to nominate for BOM and Association
- ◊ Invest in equipment to enable non-ACT centres to participate in Association business

Implement Effective Communication and Marketing Strategies

Develop strong relationships and partnerships with all stakeholders and increase the awareness and profile of Little Athletics in the ACT

TARGETS

- ◊ At least 5 articles annually in local print media, 3 in electronic media
- ◊ Develop a Communication Strategy
- ◊ 5 or more school visits a year
- ◊ One or more annual promotions
- ◊ Develop a Social Media strategy
- ◊ Review communication tools
- ◊ 80% approval rate of LAACT communication in Members' Survey

STRATEGIES

- ◊ Develop and implement a communication strategy
- ◊ Meet regularly with government officials
- ◊ Improve culture of cooperation with other athletics bodies
- ◊ Develop a progressive skills based school visits program (e.g. LAPS) and recruit ambassadors
- ◊ Review communication tools
- ◊ Develop a Social Media Strategy
- ◊ Review annual Members' Survey
- ◊ Develop template documents that ensure consistent messaging
- ◊ Ensure regular communication with sponsors and supporters

Our key 2014-2018 Targets

Participation

5%

Annual Increase in Registration numbers

1:20

1 coach for every 20 athletes

25/20

25% ACT and 20% regional participation at carnivals

Quality

20/5

Accredit 20 'C' and 5 'B' Grade Officials per year

75%

75% best practice response to KPIs in the Centre Health Check

50%

50% of Centres to participate in inter-club activities each year

Financial Performance

1

Financial reserves maintained at least at 1 times annual turnover

\$30,000

Annual LAACT sponsorships

5%

Increase in Government grants

Communications

5

Articles and school visits per year

3

Stories per annum aired on regional electronic media

1

Promotional campaign per year

