



Strategic Plan 2017 - 2019

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Executive Summary

Little Athletics Queensland (LAQ) is a progressive not-for-profit organisation that provides high quality athletics experiences for children and young people throughout Queensland.

The Association has increased membership levels in an environment of growing competition from other sporting codes and recreational activities. The challenge remains in building the capacity of the Centres to cope with the increased demand and increasing the number of Centres to handle the growth.

Little Athletics Queensland has been working to develop athlete pathways and seamless membership from junior to senior programs. This has involved conducting joint initiatives aimed at better aligning the services provided by athletics organisations.

Fiscally the organisation has maintained positive surpluses and continues to foster productive relationships with sponsors, government and other stakeholders.

The 2017-2019 Strategic Plan builds on this solid track record and strengthens Little Athletics Queensland's ability to lead the way in encouraging healthy lifestyles for children and their families.

Background

Little Athletics Queensland has 103 Centres throughout Queensland and provides services to over 14,000 athletes and an estimated 5,350 volunteers.

Little Athletics is a community activity that encourages involvement of the whole family. Children can participate in a range of Track and Field events including:

- Weekly competitions at their local Centre
- Training sessions at their local Centre
- LAQ competitions and carnivals
- Coaching clinics and camps
- School Programs (Little Athletics Program for Schools (LAPS) and the Active After Schools Communities (AASC))

Other family members can volunteer as coaches, officials, administrators or committee members.

Little Athletics in Queensland was born in the mid 1970's at Redcliffe and is affiliated with the national body, Little Athletics Australia.

Strategic Overview

Our Vision

That all Queensland children have the opportunity to actively participate in quality sporting activities.

Our Mission

Little Athletics Queensland aims to develop children of all abilities by promoting positive attitudes and a healthy lifestyle through family and community involvement in athletics activities.

Our Goals

1. Athlete Participation, Programs and Services

Increase athlete participation through the provision of quality programs and services

2. Centre Support and Development

Increase the capacity of Centres to deliver high quality activities

3. Marketing and Communication

Improve the marketability of Little Athletics and communication with all stakeholders

4. Governance and Internal Capability

Ensure best practice governance and enhance internal organisational capability

Values

1. Family Fun and Fitness

2. Be Your Best

3. Foundation for All Sports

Stakeholder Analysis



1. Athlete Participation, Programs and Services

Increase athlete participation through the provision of quality programs and services

Key Performance Indicators:

1. Conduct 6 Regional Coaching Clinics/Camps annually
2. Increase membership by 5% compared to previous corresponding year in the Olympic cycle
3. Increase Modified 8 Week FAST Program participants by 20% annually
4. Increase participation in competitions by 5% compared to the previous corresponding year in the Olympic cycle targeting 600 extra participants
5. Conduct the LAPS Schools program for at least 30,000 participants annually
6. Develop a teams based program for the U13-U17 age groups

Objectives	Strategies
Provide relevant athlete services and programs	<ul style="list-style-type: none"> • Conduct an evaluation process to measure the satisfaction of athletes and parents (both current and former) • Review programs in Centres to ensure age appropriateness and optimum duration of activity • Conduct additional coaching camps/clinics in regional areas • Increase access to athlete development programs and services • Use technology for athlete development
Develop annual recruitment strategy for athletes	<ul style="list-style-type: none"> • Increase the conversion rate of the Little Athletics Programs in Schools (LAPS) in transitioning participants from school based athletics to Little Athletics • Increase promotion and involvement in school athletics carnivals
Increase participation in competitions	<ul style="list-style-type: none"> • Conduct annual review of competitions to ensure maximum participation and enjoyment of athletes • With LAA, review and implement the age appropriateness of specifications and rules and the aligning to IAAF rules for certain age groups • Co-promote QA cross country competitions • Incorporate an appropriate level of AWD events into LAQ competitions
Initiate athlete retention and development pathways	<ul style="list-style-type: none"> • Develop transition programs for older athletes • Support the transition of athletes towards coaching and officiating • Continue to offer athlete achievement programs and awards for improved personal performance • Conduct joint competitions with Queensland Athletics (QA)

2. Centre Support and Development

Increase the capacity of Centres to deliver high-quality activities

Key Performance Indicators:

1. 100 new officials accredited annually with at least 20 from regional Queensland
2. 100 new coaches accredited annually with at least 25 from regional Queensland
3. Conduct 10 Modified 8 Week FAST Program Centre Inductions annually with at least 2 held in regional Queensland
4. Conduct 3 Centre Induction Programs annually with at least 1 held in regional Queensland

Objectives	Strategies
Identify what Centres need	<ul style="list-style-type: none"> • Conduct regional forums • Collate and use statistical info collected through registration forms and/or exit surveys
Provide support to Centres	<ul style="list-style-type: none"> • Reduce administration workload for Centres • Increase use of online registrations database • Provide responsive administration support • Regularly attend centre management committee meetings • All Centres to become incorporated
Deliver training and educational opportunities	<ul style="list-style-type: none"> • Provide education programs for Centre administrators, volunteers, officials and coaches • Conduct a mentoring programs or activities for officials and coaches • Streamline Coach Accreditation Program in conjunction with LAA and AA • Streamline National Officials accreditation program in conjunction with LAA and AA • Increase the use of technology to provide training and educational programs
Support the establishment of new Centres	<ul style="list-style-type: none"> • Identify growth areas across the State • Develop a state-wide facilities plan • Produce a list of minimum venue requirements for various sized Centres • Support the establishment of new Centres • Promote the FAST program as a means of developing new potential Centres • Advocate to councils and developers in designing spaces and facilities for junior athletes

3. Marketing and Communication

Improve the marketability of Little Athletics and communication with all stakeholders

Key Performance Indicators:

1. Implement social media strategy to increase online registrations by 10% annually
2. Secure a major grass roots sponsor by December 2017
3. Email bulletins to athletes and their families distributed monthly
4. Email bulletins to schools and other stakeholders distributed quarterly
5. Increase in website hits by 10% annually
6. Increase Facebook followers by 20% annually

Objectives	Strategies
Actively communicate with athletes and their families	<ul style="list-style-type: none"> • Review the effectiveness of current communication tools such as email, online newsletter and mail-outs • Use online registration database to disseminate information to relevant membership groups
Increase the use of technology and social media	<ul style="list-style-type: none"> • Regularly refresh the appearance of the website • Increase use of audio visual technology for electronic meetings, professional development programs and Centre support • Increase the number of followers on the LAQ Facebook page • Encourage Centres to use Facebook and other social media
Increase the frequency and quality of external communication	<ul style="list-style-type: none"> • Regularly communicate with sponsors and facilitate their communication to LAQ members
Effectively use the media	<ul style="list-style-type: none"> • Build relationships with key media contacts • Tell more good news stories and human interest stories through press releases
Increase attractiveness to potential sponsors	<ul style="list-style-type: none"> • Develop an LAQ sponsorship policy • Seek an appropriate grass roots sponsor for LAPS and the LAQ Carnivals

4. Governance and Internal Capability

Ensure best practice governance and enhance internal organisational capability

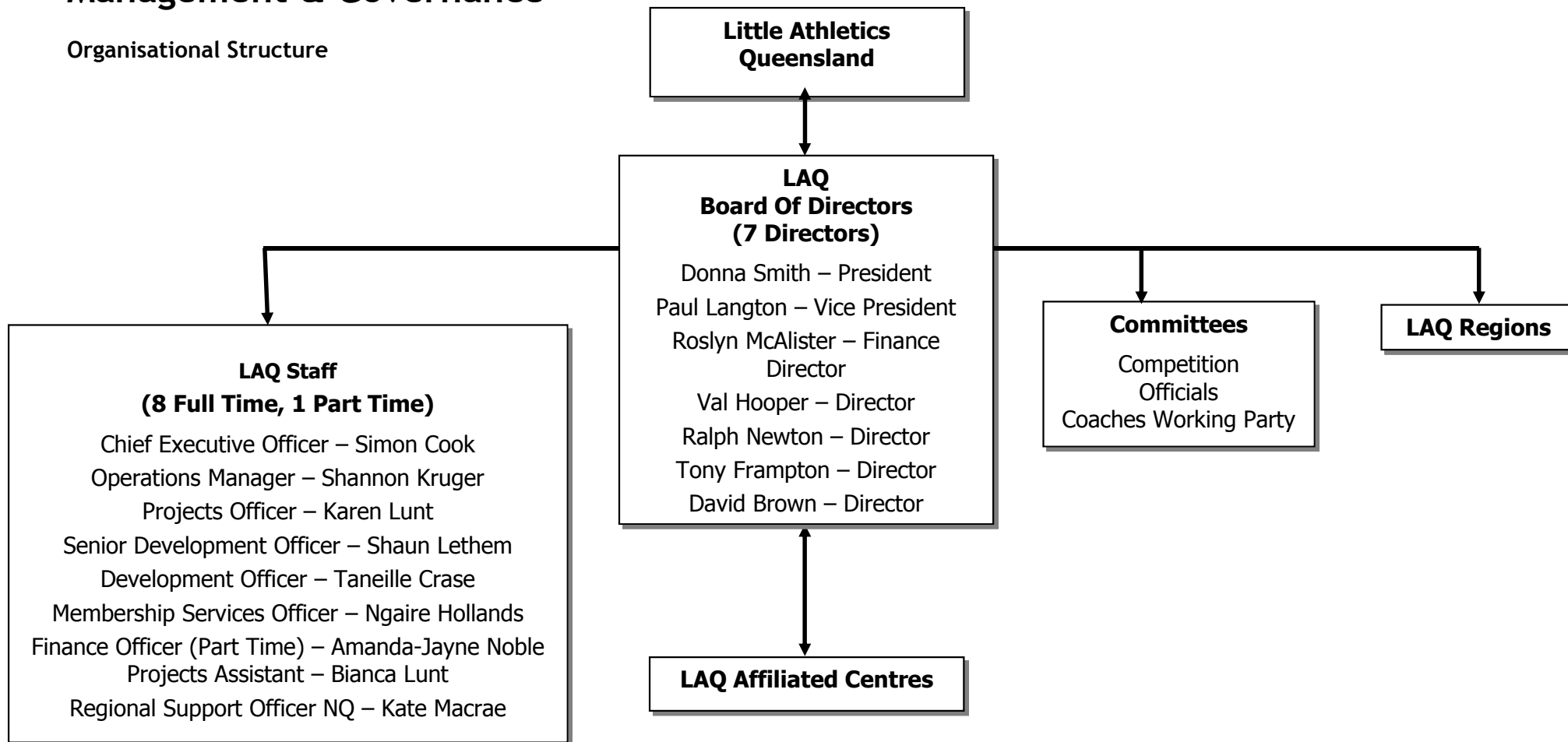
Key Performance Indicators:

1. Board Evaluation or Governance Training conducted annually
2. Develop and implement Social Media, Integrity in Sport and Inclusion Policies
3. Ensure all Centres are incorporated by December 2019
4. Review all Strategic Plan KPI's annually
5. Update 6 policies annually as specified in the organisation's Operational Plan
6. Increase the number of Centres using online registrations by 10% annually
7. Conduct 3 Regional Forums annually
8. Government KPI's met each reporting period
9. Annual financial report in line with budget

Objectives	Strategies
Enable effective governance and operations	<ul style="list-style-type: none"> • Conduct induction process for new Board and staff members • Bi-annually review corporate governance statement • Conduct annual staff reviews • Meet government reporting requirements • Protect IP and trade marks in conjunction with LAA • Comply with all relevant legislation • Periodically review effectiveness and composition of LAQ Committees • Ensure LAQ Director positions are not left vacant for extended periods of time
Ensure financial viability and management	<ul style="list-style-type: none"> • Ensure ongoing government funding • Maintain appropriate level of sponsorship • Seek new sponsorship opportunities • Increase membership numbers across the State • Investigate potential revenue streams such as branded merchandise sales
Maintain internal systems, equipment and facilities	<ul style="list-style-type: none"> • Maintain and regularly update information technology and communications systems both at the LAQ office and for use at competitions • Encourage all Centres to use online registration and nominations software

Management & Governance

Organisational Structure



Staffing Structure

